



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

COMBINED AUTHORITY BOARD

Date: Wednesday, 22 March 2023

Democratic Services

Edwina Adefehinti
Interim Chief Officer Legal and Governance
Monitoring Officer

10:00 AM

72 Market Street
Ely
Cambridgeshire
CB7 4LS

**Civic Suite, Pathfinder House, St Mary's Street, Huntingdon
PE29 3TN**

AGENDA

Open to Public and Press

Part 1 - Governance items

- | | | |
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To resolve to exclude the public and press from the meeting on the following grounds:

Discussion of information that is exempt from publication under Part 1 of Schedule 12A of the Local Government Act 1972, as amended, in that it would not be in the public interest for this information to be disclosed 9information relating to an individual; information which is likely to reveal the identity of an individual; information relating to the financial or business affairs of any particular person (including the authority holding that information).

The public interest in maintaining the exemption must be deemed to outweigh the public interest in its publication.

10.1 Redundancy of staff (exempt report - circulated separately)

10.2 Changes to Peterborough R&D Property Company Ltd (exempt report - circulated separately)

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

Alex Plant

Councillor Anna Bailey

Councillor Chris Boden

Councillor Sarah Conboy

Councillor Wayne Fitzgerald

Councillor Lucy Nethsingha

Councillor Anna Smith

Councillor Bridget Smith

Councillor Edna Murphy (Non-voting Member)

John O'Brien (Non-voting Member)

Darryl Preston (Non-voting Member)

Clerk Name:	
Clerk Telephone:	
Clerk Email:	



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Agenda Item No: 1.2

Combined Authority Board and Committee Membership Update March 2023

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	22 March 2023
Public report:	Yes
Lead Member:	Councillor Edna Murphy, Lead Member for Governance
From:	Edwina Adefehinti, Interim Chief Officer Legal and Governance Monitoring Officer
Key decision:	No
Forward Plan reference:	n/a
Recommendations:	<p>The Combined Authority Board is recommended to:</p> <ul style="list-style-type: none">a) Note the appointments by Huntingdonshire District Council of Cllr Jon Neish as the member and Cllr Stephen Corney as the substitute on the Overview and Scrutiny Committee for the remainder of the municipal year 2022/23.b) Note the appointment by Huntingdonshire District Council of Cllr Lara Davenport-Ray as the substitute member for the Employment Committee for the remainder of the municipal year 2022/23.c) Note the appointment by Peterborough City Council of Cllr Jackie Allen as the representative for the Employment Committee for the remainder of the municipal year 2022/23.
Voting arrangements:	To note only. No vote required

1. Purpose

- 1.1 The report advises the Board of amendments to the membership of the Overview and Scrutiny Committee for the remainder of the municipal year 2022/23.
- 1.2 The report advises the Board of amendments to the membership of the Employment Committee from Huntingdonshire District Council and Peterborough City Council for the remainder of the municipal year 2022/23.

2. Background

- 2.1 Huntingdonshire District Council has advised that it has appointed Cllr Jon Neish as one of its members on the Overview and Scrutiny Committee and Cllr Stephen Corney as its substitute member and Cllr Lara Davenport-Ray as the substitute member on the Employment Committee.
- 2.2 Peterborough City Council has advised that it has appointed Cllr Jackie Allen as the main member on the Employment Committee.
- 2.3 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.

Significant Implications

3. Financial Implications

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

4. Legal Implications

- 4.1 The Monitoring Officer has delegated authority to accept changes to membership of committees notified by Board members during the municipal year to ensure there is a full complement of members or substitute members at committee meetings. The new appointment shall take effect after the nomination has been approved by the Monitoring Officer.

5. Public Health Implications

- 5.1 None

6. Environmental and Climate Change Implications

- 6.1 Neutral

7. Other Significant Implications

7.1 None

8. Background papers

8.1 None



**CAMBRIDGESHIRE
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Cambridgeshire and Peterborough Combined Authority: Minutes

Date:	Wednesday 25 January 2023
Time:	10.30am – 2.55pm
Venue:	Civic Suite, Pathfinder House, Huntingdon PE29 3TN
Present:	Councillor A Smith (Statutory Deputy Mayor and Chair) – Cambridge City Council, Councillor A Bailey – East Cambridgeshire District Council, Councillor C Boden – Fenland District Council, Councillor S Conboy – Huntingdonshire District Council, Councillor W Fitzgerald – Peterborough City Council, Councillor L Nethsingha (Non-Statutory Deputy Mayor) – Cambridgeshire County Council, A Plant – Chair of the Business Board and Councillor B Smith [to 2.03pm]– South Cambridgeshire District Council
Co-opted Members: (non-voting)	Councillor E Murphy - Fire Authority, J O'Brien – Integrated Care System and J Peach, Deputy Police and Crime Commissioner
Apologies:	Mayor Dr Nik Johnson and D Preston, Police and Crime Commissioner (substituted by J Peach)

Part 1 – Governance

327. Announcements, apologies and declarations of interest

The Deputy Mayor welcomed John O'Brien, the Chair of the Cambridgeshire and Peterborough Integrated Care Board (ICB), to his first Board meeting as the Integrated Care System's non-voting co-opted Board member. The Board's thanks were placed on record to Jan Thomas, the Chief Executive of the ICB, for her contribution to the work of the Combined Authority throughout her time as a Board member.

Following a successful meeting the previous week, the Transport and Infrastructure Committee was recommending that the Board approve £25.4m of capital and revenue expenditure. This demonstrated the amount of work that the Combined Authority and partners were continuing to deliver on transport-related projects.

The Combined Authority had secured more than £820k of revenue support for itself and partners to develop its active travel expertise and work programme, including the employment of an Active Travel Advocate. This followed the successful attainment of a Level 2 score by Active Travel England. The Combined Authority would also be working with constituent councils to develop a bid for funding through Active Travel England's Tranche 4 funding round. The bid needed to be submitted by mid-February, and a key component would relate to rural accessibility via active travel options.

The Combined Authority had recently been informed by the Department for Levelling Up, Homes and Communities (DLUHC) that it had been successful in securing nearly £50m of funding for its Levelling Up Round 2 bid for Peterborough Station Quarter.

In relation to the CPCA Affordable Housing Programme and its loan book, the Board was advised with the receipt of a payment on 19th January 2023, the loan to the East Cambridgeshire Trading Company (ECTC) that supported the delivery of a 57 unit housing scheme at Haddenham had been re-paid in full, with interest. This was ahead of the contracted re-payment date of 31st March 2023.

Apologies for absence were received from Mayor Dr Nik Johnson and Police and Crime Commissioner D Preston, substituted by Deputy Police and Crime Commissioner J Peach. Councillor B Smith offered apologies that she would need to leave the meeting early.

Declarations of interest were made by Alex Plant in relation to Item 4.1: Climate and Strategy Business Case January 2023, in that his employer Anglia Water was a landowner (minute 336 below refers); and by Councillor C Boden in relation to Item 5.2: Bus Assessment Framework and Tendering of Services, in that he was a trustee of one of the service providers (minute 343 below refers). Councillor Boden did not speak or vote on Item 5.2, recommendation b).

328. Change to the order of business from the published agenda

With the consent of the Board, it was agreed:

- i. to defer Item 3.3: Combined Authority Governance Arrangements and Item 7.1: Constitution Review to the meeting on 22 March 2023.
- ii. to move Item 3.1: Combined Authority Monthly Highlights Report January 2023 and Item 3.2: Improvement Plan Update December 2022 to the end of the agenda. Both reports were important, but did not require decisions at this meeting.

329. Combined Authority Membership Update January 2023

The Board was advised of two additional membership changes which had been received after publication of the meeting agenda. These were:

- i. the appointment of John O'Brien as the non-voting co-opted member representative for the Integrated Care System for the remainder of the municipal year 2022/23. Mr O'Brien replaced Jan Thomas.

- ii. the appointment of Councillor Oliver Sainsbury as Peterborough City Council's representative on the Employment Committee and Councillor Wayne Fitzgerald as PCC's substitute member of the Employment Committee for the remainder of the municipal year 2022/23.

On being proposed by the Statutory Deputy Mayor, seconded by Councillor B Smith, it was resolved unanimously to:

- a) Ratify the appointments by South Cambs District Council of Cllr Natalie Warren-Green as the member and Cllr Peter McDonald as the substitute on the Skills Committee for the remainder of the municipal year 2022/23.
- b) Ratify the appointment by South Cambs District Council of Cllr Brian Milnes as the substitute member for Transport and Infrastructure Committee for the remainder of the municipal year 2022/23.
- c) Ratify the appointments by Peterborough City Council of Cllr Marco Cereste as the member and Cllr Jackie Allen as the substitute on the Housing Committee for the remainder of the municipal year 2022/23.
- d) Note the appointment by Peterborough City Council of Cllr Sainsbury as the substitute on the Combined Authority Board for the remainder of the municipal year 2022/23.
- e) Note the appointment by South Cambs District Council of Cllr John Williams as the substitute member for the Employment Committee for the remainder of the municipal year 2022/23.
- f) Note the appointment by Cambridgeshire County Council of Cllr Michael Atkins as the substitute member for the Audit and Governance Committee for the remainder of the municipal year 2022/23.
- g) Note the appointment of John O'Brien as the non-voting co-opted member representative for the Integrated Care System for the remainder of the municipal year 2022/23.
- h) Note the appointment by Peterborough City Council of Cllr Oliver Sainsbury as the member and Cllr Wayne Fitzgerald as the substitute member of the Employment Committee for the remainder of the municipal year 2022/23.

330. Minutes – 30 November 2022 and Minutes Action Log

The minutes of the meeting on 30 November 2022 were approved as an accurate record and signed by the Deputy Mayor. The minutes action log was noted.

Councillor B Smith requested that Members' comments should be attributed by name in future minutes. Councillor Boden endorsed this proposal. **Action required.**

331. Petitions

No petitions were received.

332. Public questions

One public question was received from Kelly Whitley, a local resident. A copy of the question and response are attached at Appendix 1.

Part 2 – Finance

333. Mayor's Draft Budget and Mayoral Precept 2023-24 (KD2022/064) and 2023/24 Budget and Medium-term Financial Plan 2023 to 2027 (KD2022/063)

With the consent of the Board, Items 2.1: Mayor's Draft Budget and Mayoral Precept 2023/24 and Item 2.2: 2023/24 Budget and Medium Term Financial Plan 2023 to 2027 were debated together due to their close inter-connection, but voted on separately. The recommendations to both reports were moved by the Statutory Deputy Mayor, seconded by Councillor B Smith.

An error in the published papers was reported. A cross reference in paragraph 2.3 in the Mayor's budget report referred to an appendix in Item 3.4 on the Board's agenda. This should have referred to an appendix in Item 2.2, the 2023/24 Budget and Medium Term Financial Plan 2023 to 2027.

For the first time, it was proposed to implement a Mayoral precept of £12 per Band D property in response to pressures on buses. This was expected to raise £3.6m in 2023/24. A statement from the Mayor was shared with the Board, stating that this Mayoral budget was an important step in building the capability and capacity that was needed to create the transport system that the region's residents deserved. No one took the decision lightly to add even a pound a month to people's council tax bills, but the Combined Authority had a responsibility to residents. It would not be an area that failed to look after its public transport, or that failed to serve those residents who had no choice but to use the bus. The whole region - rural communities and cities alike – needed the Combined Authority to take the lead on a public transport network that worked for them. The precept meant that the Combined Authority could save the bus routes that mattered so much to many of its residents for another year.

The Board was advised that savings would be achieved in 2023/34 by the relocation of the Mayor's office from Ely to Pathfinder House, and the re-organisation of the Mayor's office staff to become part of the chief executive's team.

The 2023/24 budget report set out the amount and apportionment of the Transport Levy for 2023/24 for approval. This incorporated a 2% increase, which was lower than the amount by which it could have been increased. The report also sought the Board's approval of the revenue budget for 2023/24 and the medium-term financial plan (MTFP) for 2023/24 to 2026/27 and the capital programme for 2023/24 to 2026/27. The Board was invited the Board to note the Section 73 Officer's statutory Section 25 Statement.

The draft budget for 2023/24 had been approved by the Board for consultation in November 2022. 690 online responses to the consultation had been received, and these were summarised in Appendix 3 of the 2023/24 budget report.

Paragraph 4 of the 2023/24 budget report set out the changes which had been made from November's draft budget. This included a change to the CPCA's directorate structure and the cost of maintaining bus services at current service levels. There had also been some changes to funding awards. All revenue and capital expenditure included within the 2023/24 budget and MTFP, including both approved and subject to approval expenditure, were affordable and provided a balanced budget.

The Section 73 Officer stated that the reserves position was based on reasonable assumptions of current and future funding, and included increased levels in both capital and revenue reserves in recognition of the current uncertain situation. The proposed revenue and capital budgets were balanced and affordable across the lifetime of the MTFP.

Councillor Boden, seconded by Councillor Bailey, moved the following amendment:

THE CPCA BOARD NOTES, IN RELATION TO BUSES:

1. That current pressures on the 2023/24 CPCA Budget primarily relate to additional subsidies for bus services in Cambridgeshire & Peterborough.
2. That the CPCA is the only Mayoral Combined Authority which received no Government funding in the announcements made in March/April 2022 for Bus Service Improvement Plan (BSIP) grants and for Sustainable Transport Settlements. According to the Gov.uk website, other Mayoral Combined Authorities received:
 - a. Greater Manchester: £1.173bn
 - b. Liverpool City Region: £729m
 - c. North of Tyne: £163.5m (including area outside the Mayoral Authority)
 - d. South Yorkshire: £575m
 - e. Tees Valley: £314m
 - f. West Midlands: £1.146bn
 - g. West of England: £651m (including area outside the Mayoral Authority)
 - h. West Yorkshire: £907m
3. That no attempt appears to have been made by the CPCA to lobby Government for at least partial inclusion in the funding for Sustainable Transport Settlements, or at least for some compensatory and complementary payments given its exclusion.
4. That according to Government, failure to obtain BSIP grants demonstrated a "lack of ambition", although Transport Secretary Mark Harper has clearly and categorically stated in a Parliamentary answer that this does NOT relate to road charging, and that road charging has never been a Government requirement to receive BSIP funding.
5. That Stagecoach announced in Summer 2022 its intention to withdraw or reduce more than 20 bus service routes in Cambridgeshire & Peterborough, some of which were then provided with additional subsidy by the CPCA under new contracts, in most but not all cases using a different operator.
6. That, according to the most up-to-date information provided to the Board by CPCA Officers, the ten most costly subsidised bus service contracts (on a per passenger journey basis) would cost the CPCA £634,133 to renew for the financial year 2023/24, but that these services only relate to 7,246 return journeys a year, at an average subsidy of £87.52 per return journey.

7. That the Mayor has taken it upon himself both to chair the Transport & Infrastructure Committee and to fulfil the Combined Authority Lead Member position for Finance.

THE CPCA BOARD NOTES, IN RELATION TO HOUSING:

1. That the CPCA no longer has any new funding to promote affordable housing.
2. That the CPCA is now merely managing down the three remaining outstanding housing loans and the remaining grant monies allocated to specific affordable housing schemes.
3. That the outstanding loans are scheduled to be repaid by May 2023.
4. That, with respect to affordable housing grants, no new grants are expected to be made.
5. That, regardless of the above points, revenue staffing expenditure of £167,000 is included in the draft budget for 2023/24 in respect of housing.

ADDITIONALLY, THE CPCA BOARD NOTES THAT, AT A TIME OF SIGNIFICANT FINANCIAL CHALLENGE BOTH FOR THE AUTHORITY AND FOR LOCAL RESIDENTS, THERE IS NO ROOM IN THE 2023/24 BUDGET FOR VANITY PROJECTS OR FOR PROJECTS WHICH ARE DESIRABLE BUT NOT URGENTLY REQUIRED:

1. The City of Cambridge Capital of Culture project is a vanity project with a revenue provision of £156,000 in the proposed CPCA 23/24 Budget.
2. The proposed CPCA Budget includes a revenue provision of £75,000 for a rewilding project.

THE CPCA BOARD NOTES, IN RELATION TO THE DRAFT 2023/24 BUDGET OVERALL:

1. That the CPCA's external auditors, Ernst and Young, set out serious value for money concerns in a letter dated 1st June 2022, including concerns about investigations into key individuals in the Mayor's office following a whistleblower notification and an increased number of employment claims against the Authority.
2. That Government is currently withholding funds from the CPCA because of the concerns raised by Ernst and Young.
3. That significant sums of money have already been spent settling employment claims and committed in the implementation of the Improvement Plan.
4. That the CPCA still lacks clear definition of the aims, objectives and priorities of the Mayor.
5. That, as the Mayor moves towards setting those priorities through the CPCA Board, there will be opportunities for choices, and reductions of expenditure, to be made.
6. That the current CPCA workforce numbers demonstrate an unacceptable and relatively uncontrolled expansion of bureaucracy within the CPCA.
7. That it is both appropriate and desirable to set in-year savings targets in 2023/24 and subsequent years to ensure the overhead expenses are better controlled and more closely aligned to the priorities which the CPCA will set.
8. That the Chief Executive has already tasked officers to design an efficiency savings programme.

IN RELATION TO SUBSIDIES FOR BUSES, THE CPCA BOARD BELIEVES THAT ADDITIONAL SUBSIDIES PROPOSED FOR 2023/24 SHOULD BE REGARDED AS A SINGLE-YEAR BUDGET PRESSURE. THIS IS BECAUSE:

- a) The Mayor has cited bus service improvements as the key priority for his Mayoral term and it is therefore expected that bus services will be prioritised, both in terms of effort and funding, in the future CPCA strategy being driven through the Improvement Board work. The Mayor's strategy will need to make choices to ensure CPCA lives within its means.
- b) Longer term, CPCA is working to transform bus services in Cambridgeshire and Peterborough, through its emerging Bus Strategy, the Bus Service Improvement Plan work and its pursuit of franchising or an enhanced bus partnership.
- c) Whilst franchising or an enhanced bus partnership alone will not necessarily in itself bring more funding into the CPCA, it can deliver a well evidenced plan for an affordable and sustainable bus service network and it can yield early improvements.
- d) Shorter term, CPCA is devising a bus service framework to inform decision making about the viability of subsidised services, the contracts for which (with the exception of TING) are all due to end in March 2023.
- e) In the event of the CPCA failing to achieve the above measures, a further opportunity to re-balance priorities and funding for the CPCA will be available in its 2024/25 budget setting process.
- f) Further, whilst the CPCA has not endorsed or even discussed the Greater Cambridge Partnership's (GCP) plans for a Future Bus Network paid for by road charging, a decision on the plans is due to be taken by the GCP in June with a decision on road charging by Cambridgeshire County Council expected shortly afterwards, with fundamental consequences as to how bus services would be paid for in the future.

THE CPCA BOARD FURTHER NOTES THE OVERWHELMING OPPOSITION FROM LOCAL RESIDENTS IN ITS CONSULTATION TO THE IMPOSITION OF A NEW MAYORAL PRECEPT FOR 2023/24.

THE CPCA BOARD BELIEVES:

1. That the main purpose of entering into a devolution agreement was for Cambridgeshire and Peterborough to receive powers and funding from Government to implement decisions at a local level, not as a new method to raise funds through local taxation.
2. That the CPCA should live within its means, rather than placing additional tax burdens on local people.
3. That local tax payers should not be expected to pay for the failures of the Mayor and the CPCA.
4. That at a time when many local residents' finances are under pressure, a Mayoral Precept should be introduced only if there is absolutely no alternative available.
5. That it is indefensible, when CPCA finances are restricted and in the absence of a comprehensive sustainable bus strategy, to propose to include £634,133 in the CPCA 2023/24 budget to provide bus subsidies at an average rate of £87.52 per return journey
6. That it is indefensible, when CPCA finances are restricted and taxing residents is being proposed, that projects such as Cambridge City of Culture are being proposed for inclusion at a revenue cost of £156,000.
7. That in-year overhead efficiency savings, in line with CPCA priorities, are both achievable and desirable, and that a modest in-year savings target of 5% per annum is both proportionate and appropriate, but with an initial savings target of £350,000 in 23/24 to reflect the significant opportunities for cost-saving and project prioritisation once priorities are properly determined by the Authority for the year.

8. That management of the run-off of the residual and declining affordable housing programme could be adequately managed within existing budgets elsewhere in the CPCA.
9. That reserves are at a level where additional one-year non-recurring costs can be absorbed in 2023/24, whilst appreciating that choices will need to be made in subsequent years as to the prioritisation of the CPCA's many programmes and ambitions.

THE CPCA BOARD THEREFORE AGREES TO AMEND THE REVENUE ELEMENT OF THE DRAFT 2023/24 CPCA BUDGET AS FOLLOWS:

1. CESSATION OF SUBSIDY FOR THE TEN BUS SERVICE CONTACTS LISTED IN APPENDIX 1: -£634,133
2. PROVISION FOR IN-YEAR EFFICIENCY SAVINGS: -£350,000
3. CESSATION OF HOUSING OVERHEAD EXPENDITURE: -£167,000
4. CANCELLATION OF CAMBRIDGE CAPITAL OF CULTURE PROJECT:- £156,000
5. POSTPONEMENT OF REWILDING PROJECT: -£75,000
6. REDUCTION IN RESERVES: -£2,241,994
7. CANCELLATION OF PROPOSED MAYORAL PRECEPT: +£3,624,127

APPENDIX 1

Service	Route	Average Weekly Passenger Return Journeys (21/22)	Cost per Return Passenger Journey
7A	Trumpington P&R – Hinxton – Whittlesford – Trumpington P&R	7	£256.43
Citi 5 & 6 / Busway A	Madingley / Boxworth – Cambridge	2	£149.10
19	Haverhill - Linton - Burrough Green	11	£117.76
15	Over - St Ives	4	£111.00
31	Cambridge - Stapleford - Fowlmere	20	£108.05

22	St Ives - Warboys	13	£94.17
18	Newmarket - Fulbourn	6	£76.77
75	Cambridge - Orwell - Wrestlingworth	34	£61.80
415	Peterborough - Upwood	4	£61.47
8	Cambridge - Dry Drayton - Papworth Everard	39	£55.60

Speaking to the amendment, Councillor Boden stated that there was no need for a Mayoral precept, nor was it wanted by the people of Cambridgeshire and Peterborough. There had been significant underspends in previous years, partly due to staff absences and vacancies. If the Board wished, the whole of the proposed spend could be funded from reserves, although this would give rise to more difficult decisions during the lifetime of the MTFP. There was also flexibility available within the draft budget, with £1.2m of revenue budget spending proposed on projects still subject to Board approval. However, the main issue in drawing up the draft budget was bus services and bus service subsidies. In his view, the biggest disaster of the Mayoral administration had been the failure to get bus service improvement plan (BSIP) money the previous spring because the proposals were not sufficiently ambitious. It had been clarified in Parliament the previous week that this did not mean that the Combined Authority had been penalised for not including road charging in its plans. A decision had been taken as a matter of urgency seven months ago to extend as many of the former Stagecoach bus services as possible on a short-term basis to the end of March 2023. However, the Board was now being told not only that detailed work on this had not yet been done, but that it would now be another seven months until proposals on which services should be retained or what new services might be offered would come back to the Board for consideration. Councillor Boden felt this was astonishing, as the reason why Stagecoach had abandoned some of these routes was because they were uneconomical, and yet they were still included in the draft budget. The amendment highlighted 10 contracts costing c£634k which it was proposed to continue and which on the most recent figures available serviced 140 return journeys a week and cost on average a subsidy of £87.52 per passenger return journey. This was not easy to justify, and there was a need to ensure best value when spending public money. The 10 services listed in the amendment were only those where the return journey subsidy was £55 or more. In Councillor Boden's view, more granularity around these figures was needed to inform debate, as it was possible some of these services could be delivered in a different way or perhaps at a different frequency. Given the previous experience with the BSIP he would have expected that preparations for the next round of BSIP funding would have been prioritised, but in his view there had continued to be a lamentable failure to apply to Government for bus money. Other elements of the amendment included the proposal to remove funding for the Cambridge Capital of Culture project, which he considered to be a vanity project which would cost the CPCA c£500k. In his opinion, uneconomic bus subsidies and vanity projects represented a demand for money from the public to cover the failings of the Mayor in relation to the Transport and Finance portfolios. The Combined Authority had received notification of

a Best Value Notice from the Department for Levelling Up, Housing and Communities (DLUHC) the previous day, and Councillor Boden felt that the budget before the Board justified Government concerns about the best value provided by the CPCA. The figures contained in the amendment had been checked by senior finance and transport officers. A record number of responses had been received to the budget consultation and it was clear from this that the public did not support the proposal for a Mayoral precept. Public comments in response to the consultation had not been included in the published meeting papers, but had been made available to Board members the previous week on a confidential basis. The Interim Chief Executive had subsequently agreed that those comments could be referenced at this meeting, and Councillor Boden shared a selection of the views expressed. The draft budget had been produced with little or no reference to the public consultation exercise which suggested the public consultation process had been little more than a sham. Councillor Boden expressed concern that the majority of members of the Overview and Scrutiny Committee did not receive the budget papers until 10 minutes before the meeting, which he judged to be an appalling failure of governance. He saw the draft budget as a failed opportunity to get expenditure under control by a failing Authority led by a failed Mayor.

On a point of information, Councillor Fitzgerald asked whether the Constitution allowed unlimited time for the budget debate. The Interim Monitoring Officer stated that the Constitution did not specify a set time for the budget debate, and that the Chair had the right to manage the proceedings in an efficient manner.

Seconding the amendment, Councillor Bailey stated that the CPCA should live within its means, and local tax payers should not be expected to pay for the failures of the Mayor and the CPCA. 79% of respondents to the budget consultation had said no to a Mayoral precept to fund buses. The amendment set out a number of options to deliver a balanced budget without using a precept. In addition to the savings outlined by Councillor Boden, it included bringing forward work for a modest efficiency savings target in year and 5% over the period of the MTFP. It also included £167k revenue savings against the housing team staffing costs. In relation to buses, the amendment identified one route with a subsidy of £256 per return passenger journey. She could not support this, and considered it to be untenable. The proposed precept was not to improve bus services, but to maintain the status quo. The CPCA had been devising a new bus framework for when routes came up for renewal in March, but decisions on this had now been delayed until the autumn, which she could not support. The amendment identified the 10 most subsidised return bus journeys which averaged out at two return journeys per day per bus, and the Board must look at whether it was right for those services to continue or whether that money could be put to better use. If these 10 routes were removed all of the former Stagecoach routes would remain, because the data needed to understand their usage was not yet available. The CPCA had been the only combined authority (CA) to receive no Government funding for bus and transport improvements, and all other CAs had received hundreds of millions of pounds. The letter from the CPCA's external auditors in June 2022 had raised serious value for money concerns, and concerns around investigations into individuals in the Mayor's office and employment claims against the Authority which had to be funded through local resources. The Government was currently withholding funds from the CPCA, and the letter the previous day from DLUHC set out on-going concerns and was effectively putting the situation of what was effectively special measures on a more formal footing. The Interim Chief Executive had ordered a savings programme, but it was difficult to devise that programme when the CPCA's priorities and Mayoral priorities had not yet been agreed, and that must be expedited. The situation faced by the CPCA

was manageable as a one-off problem, so it was reasonable to consider using reserves responsibly in response to that. The second iteration BSIP was due to be submitted in October 2022, but unfortunately that deadline had not been met and an extension had been obtained from Government until June, with the third iteration then due in October 2023. The proposed £12 precept would come on top of expensive council tax bills and proposed council tax increases by many local councils and people facing a cost of living crisis would struggle to pay this. Councillor Bailey called on the Board not to delay the bus framework decision until the autumn, but to bring this forward to make sensible decisions about bus services. She commended the amendment as deliverable.

The Deputy Police and Crime Commissioner spoke of the difficulty discussing the Mayoral budget without the Mayor being present, and asked when he was expected to return. He understood that the Mayor had said that he would not raise a precept when he stood for election. The Police Authority was raising its precept and he believed the Fire Authority would also be increasing its precept. Council tax bills would also be increasing in many parts of the county, and he was surprised that a Mayoral precept was proposed given the underspends that existed. The Deputy Mayor stated that the Mayor was convalescing, but no precise date had been given for his return. The estimate for a procedure of the type he had undergone was of a recovery period of around three months, which would be reached around the middle of February. The Deputy Mayor extended good wishes to the Mayor on behalf of the Board for his continued recovery.

Councillor Conboy commented that she had received the amendment the previous afternoon, and so the time in which to consider it, consult officers and to conduct due diligence had been limited. She expressed disappointment that the budget consultation had not attracted more responses, but noted the 60% response rate which had been achieved in Fenland compared to a 12% response rate in Huntingdonshire and would be interested to hear outside of the meeting how this had been achieved. She was mindful of the cost of living crisis, and the amendment drew attention to the need for efficiencies. Wherever cuts were made, there was a need to be able to defend this. Some people used buses through choice, for environmental or other reasons, but others had no choice and benefitted from cheaper transport in the cost of living crisis. She would want to see all buses filled, and hoped that the Bus Strategy would do this.

Councillor B Smith commented that she had received the amendment late the previous afternoon and had not had the opportunity to discuss it with her chief executive. It had been said that no-one wanted a Mayoral precept, but people did want buses. The public speaker's comments earlier in the meeting had said that, and had set out the implications where bus services were not available (minute 332 above refers). The amendment proposed no cuts to bus services in East Cambridgeshire or Fenland, but it did propose considerable cuts to services in South Cambridgeshire. She urged the Board to consider the implications for those using the services which the amendment proposed should be cut, and expressed concern that those people would be left isolated. Those able to use cars instead would do so, which went against the CPCA's carbon reduction principles. Councillor Smith referenced the CAM Metro project which had attracted no Government funding and cost the CPCA huge sums and which she considered to be the ultimate vanity project. In her view, there would be a serious impact on the recommendations of the CPIER report, the Independent Commission on Climate and the Economic Growth Strategy if people were driven off buses and into cars. Without the precept she believed there would not be the money to preserve the

18 routes saved previously. She described the amendment as heartless and uncaring, and stated that she would not be supporting it.

Councillor Nethsingha referenced the late receipt of the amendment. Reference had been made to the need for the CPCA to live within its means. However, the CPCA had received a flat cap settlement, so with inflation its spending ability was reducing and project costs were rising. She challenged the description of the City of Cambridge Capital of Culture project as a vanity project, noting that the proposal had been brought forward by Cambridge City Council and not by the Mayor, and referenced the extent of the money she considered had been wasted on vanity projects under the previous Mayor. In her view, buses were critically important, and this was what the additional spend was about. She shared the frustrations expressed at the slow pace of improvements to the bus network, but did not believe that the best way to speed this up was to start cutting bus services. She was keen to examine the figures contained in the amendment and if these were accurate it was right that work should be done to look at those services, but not necessarily to cut them. Councillor Nethsingha did not believe that funding bus services from reserves was a long-term option. The proposed budget was to sustain the current bus network, and she spoke of the importance of this to rural residents. Cutting those services at quite short notice would leave large numbers of people without access to education and employment and increase rural isolation.

Mr Plant stated that from a business perspective, there were acute problems at a national level around the reliability of infrastructure, including transport. The inflationary situation was tough on infrastructure projects and made it difficult to deliver the outcomes needed. Simultaneously, the climate emergency was the biggest crisis facing this and future generations. There was a need to move away from reliance on the private car and have better public transport options. The situation locally was bad, and if it got worse places would be cut off which would have dire consequences, especially for those in the lower income bracket and without access to a car. There would be no money from the Government at least in the short-term, so a pragmatic response was needed. The Cambridgeshire and Peterborough Independent Economic Review (CPIER) report has emphasised the importance of improving transport and the Independent Commission on Climate had highlighted the need to tackle emissions. The Business Board's Economic Growth Strategy identified lack of accessibility to employment centres as a real issue. The recommendations before the Board were imperfect, but a sustainable solution was needed. Mr Plant welcomed the amendment's focus on driving efficiency, but felt that it gave less future flexibility. He understood that the Mayoral precept had been opposed by some consultation respondents, but of the options before the Board he felt the precept gave a bit more flexibility. Longer-term he would want to see the CPCA get a better settlement, but there was a need to deal with the situation as it was now.

Councillor Murphy commented that the lateness of the amendment was an impediment to good governance. It was within the rules, but a four page detailed and complex budget amendment was not going to get proper review in these circumstances. The Mayoral budget report did recognise that it was theoretically possible to use reserves as a one-off measure, but this would be inherently short-term and could interfere with work to develop franchising.

Councillor Fitzgerald commented that the use of either a precept or reserves would protect bus services in the short-term and would give the Mayor time to flesh out a more permanent solution. The amendment allowed the CPCA to do this from within its own

means, whereas the precept shifted the burden to the taxpayer. He saw no political undertones to the routes referenced as these had been highlighted because they were the most expensive and not because of where they were located. He noted that the bus subsidy figures had been verified by officers and were in his view unsustainable. The letter received the previous day from DLUHC referenced best value, and the CPCA needed to demonstrate that it was taking this seriously. He was supportive of the measures being taken to improve the Board and for this reason had agreed to sit on the Independent Improvement Board. However, the CPCA had been the only combined authority not to attract any Government funding through the BSIP and its proposals had been described as lacking ambition. He would like to see more community-based solutions to local transport needs, and asked whether local businesses could be used. Keeping the bus routes whatever the cost was an option, but the numbers of people involved was small. Councillor Fitzgerald felt that the Board should support the amendment. He acknowledged that it had been circulated late, but it had needed to be verified by the finance team. He also noted that the papers for the Employment Committee meeting which had preceded the Board that morning had only been circulated that morning. In his view, the amendment represented a credible alternative to taxing the public by using the CPCA's own finances.

On a point of information, Councillor Bailey stated that she had received the Board papers at the same time as everyone else. She had met with officers the previous Thursday and had been asked to submit the amendment to officers by Monday, which she had done. She further stated that it was not correct to say that the 18 former Stagecoach services would be lost if the amendment was passed.

The Deputy Mayor thanked Board members for an excellent debate on the amendment. She sought confirmation from the Section 73 Officer that the amendment was lawful and on its impact on the medium-term financial strategy (MTFS). The Section 73 Officer stated that he had prior sight of the amendment and had provided feedback. He did not see why the amendment would be unlawful. If it was assumed that the savings were achievable, and there were some questions around that, there would be implications for service delivery around the Housing and Communities Committee functions. If passed, there would be an increase of £2.24m drawdown on reserves if all efficiency savings were achievable. This would reduce revenue reserves below the balance set by the CPCA for the end of the MTFS, but it would be achievable in the first year of the MFTP.

In accordance with the Constitution, Councillor Boden exercised his right of reply as the mover of the amendment before it was put to the vote. He welcomed the productive debate, and acknowledged the differences of opinion which had been expressed. The response to the budget consultation was the largest received to date. In his view, the reason response rates to consultations were not higher was that they were not publicised very well and that people did not believe that what they said would be listened to. He did want to see efficiencies, and felt it was a shame that this was not clearly set out in the published budget. The amendment was not intended to harm bus services, but he believed that the large sums that would be spent on buses in the next year could be spent better. Given the letter from DLUHC there must be a focus on value for money and best value. In his view there must be a limit on cost if services were not being used. It had been acknowledged in debate that the richest area in the CPCA got the highest bus subsidies per passenger journey. His preference was to get rid of the most uneconomical subsidies and avoid a precept in a year when there were so many other pressures on people's budgets.

In accordance with the Constitution, the amendment was put to a recorded vote:

	For	Against	Abstain
Councillor Bailey	x		
Councillor Boden	x		
Councillor Conboy		x	
Councillor Fitzgerald	x		
Councillor Nethsingha		x	
Councillor B Smith		x	
Deputy Mayor A Smith		x	

The amendment was not carried.

Items 2.1: Mayor's Draft Budget and Mayoral Precept 2023/24 and Item 2.2: 2023/24 Budget and Medium Term Financial Plan 2023 to 2027 were opened for concurrent debate with no change to the substantive recommendations. They were voted on separately.

Councillor Boden spoke of the importance of being seen by residents and by Government as having best value and value for money. By failing to achieve that the CPCA would not get more money from Government. The responses to the budget consultation had expressed the wish for the CPCA to be more efficient and had spoken of residents being unable to afford a tax increase and the need to prioritise. In his view, the CPCA had limited resources and was failing to prioritise. The substantive motion still included the Mayoral precept so he would be voting against this.

Councillor Conboy stated that the letter from DLUHC was not a surprise and that Board members had signed up to be part of the Independent Improvement Board (IIB). Best value was important to all residents, and she expressed the hope that late amendments might be avoided next year so that Board members could work together.

Councillor Nethsingha thanked officers for the huge amount of work which had gone into producing the budget, and especially the Section 73 Officer and his team. The whole Board could sign up to the aspiration to be more efficient. There was a lot of work to do with the IIB, and the whole Board was committed to working with it to deliver best value for money. The precept was a recognition that public transport must be improved and made more reliable and user-friendly, and she thanked officers for their work to keep the precept as low as it was and the Deputy Mayor for her work to make this the most coherent budget-setting process she had experienced at the CPCA.

Councillor Fitzgerald noted that it was proposed that the Transport Levy should be increased by 2%. The team at Peterborough City Council (PCC) would keep a close eye on what value was taken from that, and he was keen to support public and active transport and infrastructure around this. He thanked the Board, CPCA officers and PCC for its work in support of the Peterborough Station Quarter bid which showed Peterborough's commitment to reducing car use. He acknowledged the work that had gone into producing the budget, but in his view it was not enough and there had been insufficient effort made for the Board to understand the budget at a granular level and to reach consensus. This required a long-term process with all members getting the opportunity to scrutinise the detail. He wanted to flag this now with a view to future arrangements. He would not vote to put an extra burden on taxpayers and was

considering abstaining from the vote. Councillor Fitzgerald concluded by speaking of his wish to make the CPCA better and to be part of that process.

Councillor B Smith stated that she believed some small efficiencies might be achieved in relation to the £240k approved project costs for the Non-Statutory Spatial Framework by working closely with partner councils. Councillor Bailey described this as an example of the need for more understanding of the granularity of the budget ahead of the public debate.

The Interim Monitoring Officer reminded the Board that the vote on the Transport Levy required a 2/3 vote in favour by representatives of the constituent councils, to include both Cambridgeshire County Council and Peterborough City Council. In accordance with the 2018 Regulations if no agreement was reached the Levy would revert to 2018 rates.

Councillor Boden welcomed the opportunity to debate the Mayor's Draft Budget and Mayoral Precept 2023/24 and the 2023/24 Budget and Medium Term Financial Plan 2023 to 2027 concurrently, and thanked the Statutory Deputy Mayor for the latitude which she had allowed as Chair to himself and Councillor Bailey to speak fully to their budget amendment, and for her leadership in facilitating a full and constructive debate.

The Deputy Mayor stated that she would be voting in her capacity as the representative of Cambridge City Council.

Item 2.1: Mayor's Draft Budget and Mayoral Precept 2023/23

Recommendation a)

Consider the proposal to implement a Mayoral General Precept of £12 (Band D):

	For	Against	Abstain
Councillor Bailey		x	
Councillor Boden		x	
Councillor Conboy	x		
Councillor Fitzgerald		x	
Councillor Nethsingha	x		
Councillor B Smith	x		
Councillor A Smith	x		

Recommendation a) was carried by a majority vote in favour, with less than 2/3 of constituent council members present and voting having voted against.

Recommendation b)

Approve the Mayor's draft budget for 2023-24 incorporating the Mayoral General Precept:

	For	Against	Abstain
Councillor Bailey		x	
Councillor Boden		x	
Councillor Conboy	x		
Councillor Fitzgerald		x	
Councillor Nethsingha	x		
Councillor B Smith	x		

Councillor A Smith	x		
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Recommendation b) was carried by a majority vote in favour, with less than 2/3 of constituent council members present and voting having voted against.

Item 2.2: 2023/24 Budget and Medium-term Financial Plan 2023 to 2027

Recommendation a)

Approve the amount and apportionment of the Transport Levy for the 2023-24 financial year, incorporating a 2% increase, as set out below:

Total Levy: £13,494,390

- i) Peterborough City Council £3,615,714
- ii) Cambridgeshire County Council £9,878,676

	For	Against	Abstain
Councillor Bailey	x		
Councillor Boden	x		
Councillor Conboy	x		
Councillor Fitzgerald	x		
Councillor Nethsingha	x		
Councillor B Smith	x		
Councillor A Smith	x		

Recommendation a) was carried unanimously and included the representatives of Cambridgeshire County Council and Peterborough City Council.

Recommendation b)

Approve the revenue budget for 2023/24 and the Medium-Term Financial Plan 2023/24 to 2026/27.

	For	Against	Abstain
Councillor Bailey		x	
Councillor Boden		x	
Councillor Conboy	x		
Councillor Fitzgerald			x
Councillor Nethsingha	x		
A Plant			x
Councillor B Smith	x		
Councillor A Smith	x		

Recommendation b) was carried by a majority vote in favour.

Recommendation c)

Approve the Capital Programme 2023/24 to 2026/27

	For	Against	Abstain
Councillor Bailey		x	
Councillor Boden		x	
Councillor Conboy	x		
Councillor Fitzgerald			x
Councillor Nethsingha	x		
A Plant			x
Councillor B Smith	x		
Deputy Mayor A Smith	x		

Recommendation c) was carried by a majority vote in favour.

Recommendation d)

To note the Section 73 Officer's statutory Section 25 Statement. No vote required.

The Deputy Mayor thanked Board members for the respectful and considered debate. These decisions had not been taken lightly, and she thanked Board members for their thoughtful contributions to an evidence-based debate. The decisions taken were a testament to the Board's commitment to the Mayor's vision to improve public transport for all those in the region, not just in cities and major towns but in rural areas too. This debate had shown that the CPCA was able to make the decisions needed to serve the region. The Board had demonstrated the capacity, capability and ability to deliver for residents which was expected for an Authority like this. The Deputy Mayor noted the comments which had been made around the timing of the issue of papers, and this might be something which could be picked up as part of future reviews of the Constitution, along with the request for more discussions. The report did contain references to efficiencies, and the Board would wish to see an update on those efficiency plans brought to a future meeting. Finally, the Deputy Mayor wished to place on record her thanks both to Board members and to officers who had worked hard on this. **Action required**

The meeting was adjourned from 12.15pm to 12.31pm.

334. Budget Monitoring Report January 2023

The Board was invited to note actual spend against the 2022/23 revenue and capital programme budgets as of 30 November 2022, and the forecast outturn position as of the end of December 2022.

An underspend of c£9.3m was forecast on revenue expenditure against a budget of c£76m. Only two of the seven consortium providers for Waves 2 and 3 of the Skills Bootcamps had been agreed by the Department for Education, and there had been a slow uptake from providers. This underspend was of no benefit to the CPCA's general reserves. Expenditure on the capital programme had been lower than expected due to some profiling issues and delays in partner invoicing. Officers were working closely with delivery partners on this.

It was resolved to:

a) Note the financial position of the Combined Authority for the year to date.

335. Cambridgeshire and Peterborough Combined Authority Corporate Strategy and Business Plan 2023-2025

Development of the CPCA's Corporate Strategy and Business Plan 2023-25 had been identified as a priority in the October Improvement Plan, and from April 2023 this framework would be in place. The drafts had been discussed extensively with Board members, constituent council chief executives and staff groups. It was designed to take the legacy of what the CPCA had agreed in previous years and to rationalise and focus this. This represented a transitional strategy focusing on short-term delivery objectives to 2025, and a broader and longer term discussion would follow once the CPCA's permanent senior leadership team was in place. If approved, officers would start work on building a 'state of the region' report with the aim of delivering a piece of work of similar stance and credibility as the CPIER report. Implementation plans would be drawn up, and the strategic framework would provide a robust mechanism to assess impact.

Councillor Boden commented that he did not agree with everything in the report, but the direction of travel was correct and so he would be voting in favour.

Councillor B Smith commented that to be truly meaningful it was necessary to start to quantify outcomes. As the process matured, she would like to see it populated with tangible and aspirational targets.

Councillor Bailey welcomed the separation of the Combined Authority Board and the outcomes of the business plan from the Mayor's objectives, which she felt was positive and gave it longevity. She did not necessarily agree with everything it contained, but could agree with the broad approach. She was looking to see how things would be done, how they would be funded and how they would be delivered.

Councillor Nethsingha welcomed the proposals as a substantial step forward for the CPCA. There was still a lot to do, but this represented an important step in that journey. She thanked Councillors Boden and Bailey for their comments and support. The Board recognised that this was a work in progress to reach an agreed set of priorities and proposals.

Mr Plant welcomed the prior engagement which informed the report, and the investment in time from Board members, constituent councils and constituent council chief executives to get to places of agreement. He welcomed the references to the CPIER report and the Economic Growth Strategy. At present there were more references to outputs than outcomes, but this could be addressed through future work. Looking forward, he emphasised the importance of engagement between both new Executive Directors and the Business Board.

The Interim Chief Executive endorsed the process for producing this iteration of the Corporate Strategy and Business Plan which had included time for broad early discussions, the active involvement of constituent council chief executives and constructive challenge. It had been couched in terms of a corporate plan focused on issues and need, and was designed to be a move away from silo working. The next phase would be tasks and activities for the next 12 months.

The Statutory Deputy Mayor expressed her thanks to all those who had participated in the collaborative process to produce the proposals which modelled the way the CPCA should be working.

On being proposed by the Statutory Deputy Mayor, seconded by Councillor Nethsingha, it was resolved unanimously to:

Approve the Cambridgeshire and Peterborough Combined Authority Corporate Strategy and Business Plan 2023-2025.

Part 4 – Combined Authority Decisions

336. Climate and Strategy Business Case January 2023 (KD2022/082)

Mr Plant declared an interest in this item, in that his employer Anglia Water was a landowner. Minute 327 above also refers.

The Board's approval was sought to drawdown subject to approval funding for Meanwhile at Core Site, North East Cambridge. If approved, the project would move into the delivery phase, with monitoring and evaluation. Capital funds were sought for building costs and the proposal was HMT Green Book compliant. The project outcomes aligned with the CPCA's strategic objectives and would make use of an otherwise redundant parcel of land.

Councillor Boden welcomed the references to value for money and Green Book compliance in the report. However, he saw this as a potentially climate-related item, and from the report he had no idea whether this was a good or bad use of CPCA money towards that objective. The funding available to achieve statutory and local climate-related targets was limited. Net zero was a technical measurement, and he would like to see all proposed expenditure on climate-related objectives quantified in terms of the cost per tonne of CO2E being saved. Councillor Boden felt it was important to start measuring what was trying to be achieved. **Action required**

Councillor Bailey described the project as exciting, commenting that she would like to see the benefits spread wider. However, she had seen little activity against the Climate Action Plan which was due to come to the Board in March, given the CPCA's responsibilities across the whole geography and the work of the Independent Commission on Climate. She wanted to see an agreed definition of net zero as there were variances in definition. She would also like to understand what monitoring would be put in place and where was the performance element. **Action required**

Councillor Conboy spoke of the importance of taking learning and the value added beyond the scope of the project, which could be highly transferable. She would support the recommendation, and would be looking for that learning to be shared quite quickly.

Councillor Nethsingha commented that Board members were all learning how to make best use of public money to work towards net-zero. She felt it was preferable to get on and take learning rather than waiting for a perfect measurement to be agreed. Councillor Boden concurred, clarifying that he was not seeking a perfect measurement, but that some measurement was needed. Officers stated that the CPCA Programme Office produced monthly reports on project performance and that these were RAG-

rated. Learning lessons was a part of the wider Improvement Plan, and there was a strong impetus around performance monitoring and sharing best practice.

Councillor B Smith described the proposals as exciting and innovative, and as a potential exemplar. Building resilience was vital to communities, and she spoke of the need for a focus on environmental sustainability and truly sustainable communities. Board members knew that new communities could struggle to grow and blend, and this was an opportunity to engage at the outset to cement communities. In her view, this was exactly the sort of initiative which the CPCA should be getting involved in. The proposals sat under the Environment and Climate Change portfolio as they were primarily about place-making which would deliver environmental and climate benefits. Health, happiness and wellbeing were in her view inextricably linked to climate issues. She absolutely accepted the need for monitoring to ensure good value for money and to contribute to the move to net-zero. There would be lots of opportunities to share best practice, and she expected this to evolve over the lifetime of the project. In her view, the focus should be on seeing this as a hub and place-making proposal, rather than a project to deliver net-zero.

It was proposed by Councillor B Smith, seconded by Councillor Conboy, it was resolved by a majority to:

Approve the Business Case for Meanwhile at Core Site, North East Cambridge project and approve £1.0m from capital and £120k revenue from the subject to approval line in the medium term financial plan (MTFP).

337. Market Towns Programme – Approval of Project Proposals (Funding Call 9 January 2023) (KD2022/077)

On being proposed by the Statutory Deputy Mayor, seconded by Councillor Boden, it was resolved unanimously without debate to:

- a) Approve the project proposal received under Market Towns Programme from East Cambridgeshire District Council for the town of Littleport to the sum of £1,000,000;
- b) Approve the project proposal received under Market Towns Programme from Fenland District Council for the town of Whittlesey to the sum of £260,000;
- c) Note that the Whittlesey Town Projects proposal will be reviewed and agreed by CPCA Programme Audit & Risk Committee (PARC) to the sum of £195,000;
- d) Approve the request received from Fenland District Council to extend the grant longstop completion date for the Fenland Market Town Parking Management project from 31st March 2024 to 31st December 2025.

338. Cambridgeshire and Peterborough Growth Company Business Plan 2022-2023

On being proposed by the Statutory Deputy Mayor, seconded by Councillor Nethsingha, it was resolved unanimously without debate to:

- a) Approve the Growth Company Business Plan for 2023.
- b) Give consent for the updated business plan to be adopted by the Cambridgeshire and Peterborough Growth Company Ltd.

339. University of Peterborough - Finalisation and completion of legal documentation for the Peterborough HE Property Company (PropCo1)

On being proposed by the Statutory Deputy Mayor, seconded by Councillor Nethsingha, it was resolved unanimously without debate to:

Delegate authority to the Director of Housing and Development, in consultation with the Monitoring Officer and the Deputy Finance Officer, to sign a Development Management Agreement between CPCA and PropCo1 (Peterborough HE Property Company Limited).

340. University of Peterborough - finalisation and completion of legal documentation for the Peterborough R&D Property Company (PropCo2)

On being proposed by the Statutory Deputy Mayor, seconded by Councillor Nethsingha, it was resolved unanimously without debate to:

Delegate authority to the Director of Housing and Development, in consultation with the Monitoring Officer and Chief Finance Officer, to sign a Development Management Agreement between the CPCA and PropCo2 (Peterborough R&D Property Company Limited).

341. Part 5 – Transport and Infrastructure Committee recommendations to the Combined Authority Board

The recommendations from the Transport and Infrastructure Committee had been published late, and had been accepted by the Chair for consideration at the meeting on the following grounds:

1. Reason for lateness: The Transport and Infrastructure Committee met after the statutory deadline for publication of the agenda and reports for the Combined Authority Board meeting on 25 January 2023.
2. Reason for urgency: To delay consideration of these reports until the Board's meeting on 22 March 2023 would result in a delay to the delivery of a number of Transforming Cities Fund schemes that were time critical and hinder the seamless continuation of bus services across our region.

342. Local Transport and Connectivity Plan January 2023

On being proposed by the Statutory Deputy Mayor, seconded by Councillor Nethsingha, it was resolved by a majority without debate to:

Approve the drawdown of £100,000 of STA funding, and the application of a £178.5k ringfenced grant received from the Department for Transport (DfT), to undertake the next stages of the Local Transport and Connectivity Plan (LTCP).

The vote in favour included the votes of the members representing Cambridgeshire County Council and Peterborough City Council.

343. Bus Assessment Framework and Tendering of Services (KD2022/084)

Councillor Boden declared an interest in this item, in that he was a trustee of one of the service providers concerned. He did not speak or vote on recommendation b). Minute 327 above also refers.

The Transport and Infrastructure Committee (TIC) had agreed that a thorough, robust and comprehensive review of the bus network was needed, and that it was important that this work was informed by public consultation. It was envisaged that a full review of the service across the region would be presented to the TIC in the autumn for consideration, ahead of the budget setting process later in the financial year. Feedback was and would continue to be sought from the committee on the direction of travel of the framework, and that would come back to the Board and committee in due course. A number of bus services had been withdrawn by Stagecoach in September 2022, and as a result the CPCA had carried out a comprehensive tender process that offered alternative operators the chance to provide these services. These 23 services were due to finish at the end of March 2023 unless the CPCA invoked an extension clause. The decision on funding for passenger transport and buses was inextricably linked with the discussions earlier in the meeting, and therefore the notice period to operators might be limited. In addition, at the Board meeting in October 2022, members had been informed about a short-term waiver that had been issued to delay the tender of the six services due to terminate at the end of March 2023, rather than the original contract end date. The TIC recommended that the Board approve the procurement and re-tendering of these six services listed in recommendation b), and to approve the extension of the current 23 contracts for a period of 12 months subject to budget approval of these services.

Councillor Boden noted that the 23 contracts referenced at recommendation c) would, if an extension was approved, be reviewed as part of the full review of services. In the context of the budget amendment discussed earlier in the meeting (minute 333 above refers) he hoped that there was acceptance that the CPCA must look at the value for money of individual services. He asked whether contract extensions could be terminated before 1 April 2024 and the money spent elsewhere if this was identified as an option. If the Board would be locking itself into the contract extensions for 12 months, he considered this a wasted opportunity.

On a point of clarification, Councillor Bailey asked whether the six contracts listed at recommendation b) for approval had already been put out to tender and to procurement. The Interim Head of Transport confirmed that this was the case. The Interim Monitoring Officer stated that the procurement process had started, but that

these were pre-emptive actions. As far as she was aware, operators had not been promised contracts and potential providers were aware that this was subject to the approval of the Board. Councillor Bailey expressed great concern that once again there had been a breach of governance in relation to transport contract approvals, whereby members of the TIC had been invited to recommend the procurement and re-tendering of services and the Board was being asked to ratify that decision when it was already happening. This issue had been discussed in depth at the last Board meeting in relation to the TING. Councillor Bailey had been relatively understanding of the rationale when there had been the pressing time constraint of the March deadline to review all bus services, and there were a number of bus services that had not been out to tender for some considerable time and so needed re-tendering in order to show best value. These were the six services referenced in the recommendations to the TIC. However, the other former Stagecoach services had been recently re-tendered and could be dealt with through contract extensions. However, that rationale was irradiated by the later changes to what was understood to have been going to be the process of running the bus framework analysis for the March deadline, and deciding which bus services to continue. On this basis, she felt that there was no justification for officers to go out to procurement, put these services out to tender and then seek retrospective approval. She did not consider this as serious a breach of governance as the circumstances around the TING, when a contract had been tendered and awarded without Board approval and in contravention of the relevant process, but it was another example of things happening without proper permission, process and governance. In this case, there had been no reason to rush the decision.

Councillor Bailey, seconded by Councillor Fitzgerald, proposed an amendment to recommendation b), to:

- b) Approve the procurement and **retrospectively approve** retendering of the services provided by the 6 contracts as listed at 2.10 of this report. To also approve the budget for these services.

*Additional wording shown in **bold text**.*

The Interim Head of Transport stated that officers had gone out to tender on the six contracts referenced in recommendation b), but that no financial or other commitment had been made in relation these contracts. The Interim Monitoring Officer reiterated that all bidders had been told that the award of contracts would be subject to Board approval. The early stages of the procurement process had been undertaken, but the CPCA was not committed to entering into a contract.

Councillor Fitzgerald commented that this appeared to be clumsy language. The Interim Head of Transport had confirmed that officers had gone out for procurement, so the Board could not be asked to approve something which had already happened. This had happened now a couple of times in relation to bus contracts. In future, he asked that Board members should be advised in advance about any proposals of this type to ensure that they were sighted and comfortable. **Action required**

The Interim Chief Executive commented that there had been no explanation of why officers had taken this course of action. The Associate Director stated that one reason for going out to tender sooner was to give operators as much time as possible to prepare their bids. He confirmed that retrospective approval was being sought for the tendering process, and that procurement would follow.

On being put to the vote, the amendment was carried by a majority vote in favour which included the votes of the representatives of Cambridgeshire County Council and Peterborough CITY Council. Councillor Boden did not take part in the debate or the vote.

Speaking to the substantive recommendations, as amended, Councillor Nethsingha commented that the current bus network had been largely determined by Stagecoach, rather than by a democratic approach. Moving to a better network would take time. A number of providers had stepped in, but there had been difficulties recruiting drivers. In her view, there was a need to give bus operators and bus users a sense that the CPCA was committed to improving the bus network in the longer term. She was aware that there were still reliability issues with some services, but felt it was critical to support the existing network in the short-term to give confidence to those providers who had stepped in that there was a long-term future. In relation to the budget amendment discussed earlier in the meeting (minute 333 above refers), she understood that the costs described did not include concessionary fares. In her view, this made a big difference in relation to how much those routes were actually being used and she felt there was a need to ensure continuity of service.

Mr Plant spoke of the need to move at pace towards the optimal provision of bus services, and to get the best understanding of demand to achieve the best fit with services. He would not want to be boxed in this time next year.

Councillor Boden accepted that there would never be a perfect system in place, but that it could be better. He felt that the last seven months represented a wasted opportunity to review the urgent action taken and look for better interim measures to get better value for money. He gave the example of Whittlesey, which had lost more than half of its bus services, but which had attracted no money from the CPCA. However, it seemed that the CPCA was spending some money in inefficient ways. The numbers contained in the budget amendment had been provided by officers. To have 19 months of running services before changes were made was in his view far too long and was a failure to take advantage of a chance to achieve better value for money.

Councillor Bailey felt that the decision to defer the bus discussion from March to the autumn was very disappointing and questioned when this had been agreed, commenting that there was a need to expedite this work to provide better services for people. The Local Bus Service Assessment Framework (LBSAF) had set an upper subsidy limit of £12 per journey, and by adopting the LBSAF the CPCA was adopting that limit. She had been pressing officers for weeks to include the number of free bus pass users in the hierarchy of bus subsidies list because these were critically important, but that data was not available. As of today, 22 of the 54 services on the list would not comply with the LBSAF limit of £12. Councillor Bailey noted that the proposals were for contract extensions, and asked about the implications if these contracts were extended for a shorter period. The Deputy Mayor agreed that it would be helpful to know whether there was scope to reduce the length of the contract extensions, and how quickly the planning and thinking around future arrangements would be available so that next year this could be considered strategically. The Associate Director agreed it was right to press to move forward at pace on the review of the bus network. The work had started, but would not be ready for decisions to be taken before the end of March. He noted that bus operators could change their mind about their service offer at any time and some flexibility was needed to adapt to changing circumstances. Bus driver capacity was also an issue, and this was being considered in the context of the CPCA skills

programme. The LBSAF was an important input into the work to review the bus network and the Bus Strategy would also be important to this. The Interim Head of Transport advised that the extension of the 23 contracts (18 + 5) did need to be for a year or not at all, as the CPCA had entered into the contract on the basis of 3 +1 +1 years. It might be possible to agree a shorter contract for the remaining six routes, and officers would take this point away. The Deputy Mayor stated that the Board would not wait until the autumn to start discussing work on the bus network, although the final decision would be taken then. In her view, if the Board did not agree the contract extension for the 23 routes for a year they might be lost completely. However, a break clause might be possible in relation to the six routes referenced in recommendation b). Councillor Bailey voiced strong concerns, stating that the Board had been asked to approve the 23 contracts on the basis that this would be until March 2023, but was now being told that it was for another year beyond that. The Interim Monitoring Officer stated that the contract agreed in March 2022 had a built-in extension of 12 months plus 12 months. That was why officers were seeking a 12 month extension.

Councillor Fitzgerald stated that fundamentally he supported the concerns expressed by Councillors Boden and Bailey. However, there was a bigger issue around current services and he did not want to stand in the way of that. There were though a lot of questions to answer. He noted that there were no plans in place around the end of the central Government bus subsidy at the end of March, and asked that it should be recorded that he would be voting in favour of the recommendations, but with reservations.

On being proposed by the Statutory Deputy Mayor, seconded by Councillor Nethsingha, it was resolved without vote to:

- a) Note the outline programmes for the continued development of the Bus Strategy, the review of the Bus Franchising business case, and refreshed Bus Service Improvement Plan programme and the additional resources being used to accelerate this work;

It was resolved by a majority to:

- b) Approve the procurement and retrospectively approve retendering of the services provided by the 6 contracts as listed at 2.10 of this report. To also approve the budget for these services.
- c) Approve the extension of the current 23 contracts with providers for a period of 12 months subject to budget approval for these services. These contracts will be reviewed as part of a full review of services.
- d) Feedback on the development of the Local Bus Service Assessment Framework.

It was resolved unanimously to:

- e) Approve the reappointment of the current suppliers for the provision of the ENTCS (English National Concessionary Travel Scheme). In addition to approve the budget for this service.

It was resolved by a majority to:

- f) Delegate authority to the Interim Head of Transport to enter into contracts with successful bidders as at recommendation b), to enter into contracts to extend the period as stated at recommendation c) and to enter into contracts with the suppliers as at recommendation e).

The majority votes in favour included the representatives of both Cambridgeshire County Council and Peterborough City Council.

The Statutory Deputy Mayor asked the Interim Chief Executive to arrange an early meeting to talk through the issues raised in the debate. **Action required**

344. A1260 Nene Parkway J32/2 Full Business Case (KD2022/062)

On being proposed by the Statutory Deputy Mayor, seconded by Councillor Boden, it was resolved unanimously without debate to:

- a) Approve the Full Business Case in Appendix 1.
- b) Approve the drawdown of £5,850,000 from the subject to approval line in the MTFP to begin construction
- c) Approve £3,441,880 from the Transforming Cities Fund programme also for construction of this scheme.
- d) Delegate authority to the Interim Head of Transport in consultation with the Chief Finance Officer and Monitoring Officer to enter into a Grant Funding Agreement with Peterborough City Council.

345. March Area Transport Study: Broad Street Construction Funds (KD2022/067)

On being proposed by the Statutory Deputy Mayor, seconded by Councillor Boden, it was resolved unanimously without debate to:

- a) Approve the drawdown of £4,149,825 for the construction of MATS Broad Street.
- b) Approve the drawdown of £300,000 for the completion of the FBC 2.
- c) Delegate authority to the Interim Head of Transport in consultation with the Chief Finance Officer and Monitoring Officer to enter into Grant Funding Agreements with Cambridgeshire County Council.

346. Fengate Phase 1 Construction Funds (KD2022/068)

On being proposed by the Statutory Deputy Mayor, seconded by Councillor Boden, it was resolved unanimously without debate to:

- a) Approve the drawdown of £6,665,696 to construct the Fengate Access Study Improvement Schemes.

- b) Delegate authority to the Interim Head of Transport in consultation with the Chief Finance Officer and Monitoring Officer to enter into Grant Funding Agreements with Peterborough City Council.

347. Local Transport Model Full Business Case (KD2022/079)

On being proposed by the Statutory Deputy Mayor, seconded by Councillor Boden, it was resolved unanimously without debate to:

- a) Agree the full business case for the Transport Model including the timeline and future arrangements for the delivery of the Model.
- b) Approve the drawdown of £1.721m allocated within the Medium-Term Financial Plan for the delivery of the model.

[Councillor B Smith left the meeting at 2.03pm]

348. Authorisation of expenditure on ZEBRA zero emissions buses project (KD2022/080)

The Board had agreed in September 2021 to establish a CPCA-led consortium to buy 30 zero-emission double decker buses. Funding had been provided by the Department for Transport (DfT), the CPCA, the Greater Cambridge Partnership (GCP) and Stagecoach. The new buses had been due to enter service in September 2022, but this had been delayed. All of the new buses would be in service by April 2023.

Councillor Boden voiced the assumption that the new buses would belong to Stagecoach. If these were replacements for existing buses, he would like to know what would happen to the vehicles they would be replacing and whether any recompense was possible. The Interim Head of Transport offered a response on this outside of the meeting, once more information had been obtained from Stagecoach. Councillor Boden expressed himself to be astonished that the project had reached this point without knowing who would own the new assets. **Action required**

Councillor Fitzgerald was happy to support the proposal, and referenced the £4m funding which had been received by Peterborough City Council (PCC) the previous week to do the same thing.

Councillor Nethsingha welcomed the arrival of the new electric buses, although the delay was disappointing. A small number of electric buses were already in service in Cambridge, and were much better for those cycling near to them. She understood that the new buses would largely be replacing the existing Park and Ride bus fleet, and so would make a big difference to pollution levels in Cambridge. If the process was being started now she would not want to use Stagecoach, but she considered these to be small steps in a better direction and hoped to see similar progress in Peterborough. Officers stated that the second round of the ZEBRA scheme was understood to be imminent, and it would be critical to work with PCC on that in relation to the work on the electric bus depot.

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

Approve capital expenditure of £2,994,000 of funds allocated to the approved ZEBRA Business Case.

The majority vote in favour included the representatives of both Cambridgeshire County Council and Peterborough City Council.

Part 6 – Skills Committee Recommendations to the Combined Authority

349. ARU Peterborough Phase 3 Full Business Case and monitoring arrangements for the new University (KD2022/051)

On being proposed by the Statutory Deputy Mayor, seconded by Councillor Nethsingha, it was resolved unanimously without debate by those present to:

- a) Approve the University of Peterborough Phase 3 Living Lab, Full Business Case.
- b) Note the following next steps for the development of a University Programme Business Case:
 - i. In consultation with the University partners and shareholders of PropCo1 and PropCo2, review governance arrangements with a view to developing a programme related governance structure.
 - ii. Preparation of the Campus Outline Planning Application for the potential future ambition.
 - iii. Further progress update against progress measures agreed with partners including outline for the University of Peterborough Programme Business Case.

350. Wave 4 Skills Bootcamps (KD2022/074)

On being proposed by the Statutory Deputy Mayor, seconded by Councillor Nethsingha, it was resolved unanimously without debate by those present to:

- a) Accept the Grant Funding from the Department of Education in the sum of £2,878,150.00 to deliver Wave Four Skills Bootcamps for the 2023-2024 financial year.
- b) Approve an addition of a corresponding budget for delivery of the Wave Four Skills Bootcamps in the 2023-2024 budget.
- c) Delegate authority to the Interim Associate Director of Skills, in consultation with the Chief Finance Officer and Monitoring Officer to:
 - i. enter into, sign and award grant agreements or awards to training providers to deliver Wave Four Skills Bootcamps with existing providers, where procurement regulations allow and enter into contracts with new

providers for Wave Four following an appropriate procurement exercise, and

- ii. where appropriate, extend contracts with existing providers.

Part 3 – Improvement

351. Combined Authority Monthly Highlights Report: January 2023

The Interim Chief Executive provided a verbal update on matters arising since the meeting papers had been published. Board members had seen the Best Value Notice which had been issued to the CPCA by the Department for Levelling Up, Housing and Communities (DLUHC) the previous day. This was a new mechanism and reflected the Government establishing a framework to bring a gradation to its forms of intervention. In one sense, this was a description of what the Board already knew, and it did include a small acknowledgement of the Improvement Plan agreed by the Board. The Interim Chief Executive had met officials the previous afternoon, and there was an expectation of a quarterly update and review against the items in the letter which he judged to be helpful. The letter also highlighted the importance which DLUHC attached to the Independent Improvement Board (IIB). Lord Kerslake, the Chair of the IIB, would be providing DLUHC with quarterly updates.

Turning to the report, the Interim Chief Executive drew the Board's attention to the second quinquennial review of the CPCA which would take place in 2023/24, and which was the mechanism to release devolution deal funding for the following five year period. A different process would be in place for this cycle, with the CPCA needing to commission and pay for a design for the evaluation of its work prior to a final challenge meeting in around two years' time. This would involve significant cost, and would be happening in a number of combined authorities. The report also set out the funding which had been agreed since October, in addition to the funds for the Peterborough Station Quarter project which had subsequently been announced. He highlighted the significant work involved for officers within the CPCA and the constituent councils in producing bids, giving an example in the pre-Christmas period when a 72 hour bidding window had been announced and funding of over £8m had been collectively secured. The Statutory Deputy Mayor asked that the Board's thanks should be conveyed to officers for all they were doing.

Councillor Boden spoke of the need to improve, and to be seen to improve, governance, best value and best value for money and that on-going investigations were concluded as soon as possible. He sought clarification of whether there was to be a continuation of the restriction of funding to the CPCA. The Interim Chief Executive stated that he was not sure whether the letter referenced future funding or not; rather, it stated that the fact that the CPCA received funding should not be taken as an endorsement of progress. He had written to a senior official about funding continuation before Christmas and chased this in the new year, but had not yet received a reply.

Mr Plant highlighted the greater activity being seen around devolution and saw this as an opportunity to look at future opportunities for the CPCA, notwithstanding its on-going improvement work. This would benefit from the collective support of the CPCA, the

Business Board and constituent councils. Work around East West Rail and the OxCam pan-regional partnership had also come back into focus, and would align with this.

Councillor Fitzgerald commented that the issuing of the Best Value Notice had effectively placed the CPCA in special measures. The letter from DLUHC was very serious and a judgement on the CPCA's current position, although it did acknowledge the work being done. He urged Board members to take account of this and expressed the hope for collective improvement. The Interim Chief Executive commented that he did not think the term 'special measures' was quite right. It was a non-statutory letter, and had been described in his meeting the previous day with officials as a warning letter. It was a regularisation of the current position.

Councillor Nethsingha commented that everyone in the room was aware that there were major concerns about the CPCA, and that this had been the case for some period of time. She welcomed the recognition of the role of the Independent Improvement Board (IIB) in the DLUHC letter, and the clear expectation around full engagement with the IIB.

Councillor Conboy described the letter as regularising the current position, and welcomed the positive engagement which had been demonstrated during the meeting. In her judgment, the greatest cause for concern would be if an organisation was unaware that it had an issue. The CPCA was acutely aware of its issues, but improvement was a journey and the momentum must be maintained.

It was resolved to:

Note the content of this report.

352. Improvement Plan Update - December 2022

The Board was invited to note the progress that had been made across all areas of the Improvement Plan, whilst acknowledging that there was still much to do. A staffing structure had been put in place for the office of the Mayor; the senior staffing structure had been agreed; a workshop with the Business Board had taken place on 7 December 2022; consultation on the Bus Strategy had begun on 9 January 2023; and the constituent councils' chief executives were actively involved and their contributions valued. Changes for timelines on delivery had been made in conjunction with the chief executives engaged with each area. An induction day had been held for the Independent Improvement Board (IIB) which had included the involvement of Board members and constituent council chief executives, and the IIB would begin to meet bi-monthly. The report also set out the key areas identified by the Board where progress should be seen, to identify and take learning and to maintain pace.

Councillor Fitzgerald welcomed the work being done and the progress being made, but emphasised that there was still a long way to go. He would not want anyone watching the meeting to feel that this was not understood.

The Statutory Deputy Mayor described herself as encouraged by much of the debate which had taken place to develop an operating model to deliver for the CPCA's residents.

It was resolved to:

- a) Note the progress against the Corporate Improvement Plan in December 2022.
- b) Note the outcome from the inaugural meeting of the Independent Improvement Board held on 17 January 2023.
- c) Note the proposals for a three-month assessment of progress against the key deliverables identified in the Chief Executive's assessment.

353. Combined Authority Governance Arrangements

With the consent of the Board, this report was deferred to the meeting on 22 March 2022.

Part 7 – Governance Reports

354. Constitution Review

With the consent of the Board, the report was deferred to the meeting on 22 March 2022.

355. Procurement Policy

On being proposed by the Statutory Deputy Mayor, seconded by Councillor Nethsingha, it was resolved unanimously without debate by those present to:

- a) Approve the attached procurement policy.
- b) Delegate authority to the Monitoring Officer in consultation with the Chief Finance Officer/S.73 Officer and the Chief Executive Officer to amend the policy when the expected changes in law come into force, later this year.

356. Implementation of Subsidy Control Act 2022

On being proposed by the Statutory Deputy Mayor, seconded by Councillor Nethsingha, it was resolved unanimously without debate by those present to:

- a) Note the commencement of the UK Subsidy Control Regime on 4th January 2023 and the implications of this for the Combined Authority.
- b) Subject to (c) below, unanimously agree the delegation of authority to each of the Combined Authority's Executive Directors to sign off Subsidy Control Assessments on behalf of the Combined Authority in consultation with the Monitoring Officer and Chief Finance Officer, and to note that such delegation will be added to the Standing List of Delegations to Officers contained in the Constitution.

- c) Approve the delegation of authority to the Combined Authority's Chief Executive in consultation with the Mayor, the Monitoring Officer and Chief Finance Officer to sign off Subsidy Control Assessments for subsidies that are subject to referral to the national Subsidy Advice Unit, and to note that such delegation will be added to the Standing List of Delegations to Officers contained in the Constitution.

357. Forward Plan January 2022

On being proposed by the Statutory Deputy Mayor, seconded by Councillor Nethsingha, it was resolved unanimously without debate by those present to:

Approve the Forward Plan for January 2023.

(Mayor)

Cambridgeshire and Peterborough Combined Authority Board
January 2023

Public question

	Question from:	Question to:	Question:
1.	Kelly Whitley, local resident	Councillor Anna Smith, Statutory Deputy Mayor	My twin teenagers are in further education in Cambridge, but our village of Bassingbourn has no bus service to Cambridge, nor any bus service at all to take them to the nearest public transport link in Royston early enough in the morning to reach college. Both boys also work at McDonald's in Royston at weekends but there is no bus service at all on a Sunday, and Saturday bus times, like weekdays, are very limited. The cycling route along the A1198, crossing the A505 roundabout, is dangerous and we do not own a car. I am a single mum with two younger children as well and cannot afford regular taxi fares to Royston. Young people in Bassingbourn, which is a relatively large village, have no suitable public transport links for young people needing to get to education, training and jobs. What can the Combined Authority advise for my sons?
	Response from:	Response to:	
	Councillor Anna Smith, Statutory Deputy Mayor	Kelly Whitley, local resident	<p>Thank you for this timely and important question.</p> <p>As a former teacher in sixth forms in Cambridge, I really sympathise with the issues your twins are facing on a daily basis. So many of our young people rely on public transport and active travel to access our key services and employment locations across the whole of Cambridgeshire and Peterborough. This is something that the Combined Authority and our constituent councils are committed to working on to improve.</p>

	Question from:	Question to:	Question:
			<p>It is so important that we encourage people to use an improved bus network as we cannot simply afford for people to buy cars to make up for failing public transport or lack of active travel, especially as driving is not an option for everyone. That is why, as part of the Local Transport and Connectivity Plan, we have developed a Bus Strategy that outlines the strategic goals for our bus network. This will provide a basis for funding bids to Government to hopefully allow for these improvements to be made.</p> <p>The strategy, which is currently out for consultation, consists of a new way of running services in the first place, including franchising, in order to give more control over routes and schedules. The Greater Cambridge Partnership is currently out to consultation on sustainable travel zones, which would see an additional £50M invested in buses, which would be the biggest shake up of buses outside London since services were deregulated in 1985.</p> <p>It goes without saying that better buses will benefit everyone, providing access to education, training and employment, as well as the ability to reach all the things that people need in their daily lives. Despite the importance of bus travel, we know that services have been in decline for many years, and it is vital this is addressed if we are to achieve our ambitions for social equality, accessibility, climate change and public health. Therefore, this Board meeting will be examining the financial options available to it to maintain and improve the bus offer for the people of Cambridgeshire and Peterborough, including Bassingbourn.</p> <p>Especially in relation to active travel, we acknowledge that safe cycle routes are needed in so many places across our region. I understand that Bassingbourn to Royston features in the Cambridgeshire Active Travel Strategy, and in that context will be in the next iteration of the Local Cycling and Walking Infrastructure Plan. In order to progress this scheme in a timely manner, funding is important, and the</p>

	Question from:	Question to:	Question:
			<p>Combined Authority alongside Cambridgeshire County Council are exploring sources to ensure this scheme can be delivered.</p> <p>A key part of the Combined Authority's new Active Travel Advocate's role will be examining accessibility and routes within our rural and semi-rural areas by bike and foot. The outputs from this work will form the basis of our bid for further funding from Active Travel England, with the hope that this vital improvement can be made to the routes in these areas of our region.</p> <p>Finally, as part of the recommendations from the Transport and Infrastructure Committee, Route 17 – which is Royston, Bassingbourn and the Mordens – is one of the six contracts we are seeking approval for today to allow procurement and re-tendering. If this is agreed and the procurement is approved, then the Interim Head of Transport and his team will engage with the successful bidder and operator to ensure that your views and those of the community are understood and we subsequently seek to improve the offer for those living in Bassingbourn.</p> <p>Thank you.</p>



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Extraordinary meeting of the Cambridgeshire and Peterborough Combined Authority Board: Minutes (public)

Date: Wednesday 8 February 2023

Time: 5.23pm – 5.28pm

Venue: Civic Suite, Pathfinder House, Huntingdon PE29 3TN

Present: Councillor A Smith (Statutory Deputy Mayor) – Cambridge City Council, L Nethsingha (Non-Statutory Deputy Mayor) – Cambridgeshire County Council, Councillor O Sainsbury – Peterborough City Council, Councillor T Sanderson – Huntingdonshire District Council and Councillor B Smith – South Cambridgeshire District Council

Co-opted Member (non-voting) Councillor M Jamil - Fire Authority

Apologies: Mayor Dr Nik Johnson, Councillor A Bailey Councillor C Boden, Councillor S Conboy (substituted by Councillor T Sanderson), Councillor W Fitzgerald (substituted by Councillor O Sainsbury), A Plant, Councillor E Murphy (substituted by Councillor M Jamil), J O'Brien and D Preston

358. Announcements, apologies for absence and declarations of interest

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

359. Public questions

No public questions were received.

360. Appointment of Executive Director Economy and Growth and Executive Director Resource and Performance (S73 Officer)

The names of the candidate appointed by the Employment Committee for the role of Executive Director Economy and Growth and the candidate recommended to the Board by the Employment Committee for appointment as Executive Director of Resource and Performance (S73 Officer) were contained in an exempt appendix to the report. This appendix was exempt from publication under Part 1 of Schedule 12A of the Local

Government Act 1972, as amended, in that it would not be in the public interest for this information to be disclosed: information relating to an individual; information which was likely to reveal the identity of an individual; and information relating to the financial or business affairs of any particular person (including the authority holding that information). The benefit in maintaining the exemption was deemed to outweigh the benefit in its publication.

All voting members of the Board present had sat on the Employment Committee earlier in the day. The non-voting co-opted member representing the Fire Authority had been briefed verbally by officers on the Employment Committee's deliberations and recommendations. No member of the Board expressed the wish to discuss the exempt appendix.

The Board was advised of the detailed process which had been followed to identify the candidates invited to interview for these roles. This had included initial discussions and interviews with the CPCA's recruitment consultant Penna, discussions with the Interim Chief Executive, discussions with a stakeholder group and culminating in interview by the Employment Committee.

On being proposed by the Statutory Deputy Mayor, seconded by Councillor Nethsingha, it was resolved unanimously to:

- a) Note the contents of this report.
- b) Receive and agree the recommendation made by the Members of the Employment Committee at the meeting on 8 February 2023 that the preferred candidate be appointed to the position of Executive Director Resources and Performance (s73 Officer): Nick Bell
- c) Receive and note the appointment of the Executive Director Economy and Growth by the Employment Committee: Richard Kenny
- d) Delegate to the Interim Chief Executive the function of agreeing with the successful candidates the terms and conditions of appointment, including associated start date and any other requirements and actions necessary to finalise arrangements.

(Mayor)



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
199. and 200.	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.	At present the law as it is set out in The Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017 which applies to all combined authorities, excludes independent members from political proportionality calculations. For there to be a change a new statutory instrument would be required. This issue will be raised with DLUHC by officers.	Open
235.	OneCAM Ltd Audit report	Edwina Adefehinti	To take learning from the OneCAM Ltd audit report and raise the concerns expressed in the meeting, including around potential Officer conflicts of interest, with the Audit and Governance Committee.	The Deputy Monitoring Officer is taking a report to the March meeting of the Audit and Governance Committee along with a new conflict guidance which has already been drafted and discussed with the Executive team. The guidance will be taken to a Leaders' strategy meeting, Audit and Governance Committee and Audits in June 2023.	Open

Minute	Report title	Lead officer	Action	Response	Status
				Also, our internal auditors have been commissioned to audit the companies of the CPCA.	
291.	Mayoral Decision Notice MDN40-2022 Adult Education Budget Contract Awards 2022-23	Fliss Miller/ Parminder Singh Garcha	The SRO offered a note outside of the meeting providing detail of the correlation between the skills budget and skills needs in different parts of the CPCA area and the skills needs of business.	<p>A report providing further data analysis on skills needs will be provided outside of the meeting. The Annual Report of AEB delivery is due in February.</p> <p>07.03.23: A prototype employment and skills Constituent Council Profile is under-development, piloted for Fenland and East Cambridgeshire. A draft will be shared w/c 13 March to the two Districts for comment. This will ensure we co-design the District Profile with constituent councils and gather feedback from colleagues to ensure they are fit-for-purpose. The template will be updated accordingly. To note that the Annual Population Survey data for January-December 2022 is expected to be released on 18 April 2023. This will be incorporated into the District Profiles to ensure currency with the latest employment data release. Therefore, all District and Unitary Council Profiles are scheduled for release by 30 April 2023.</p>	Open
298.	Minutes – 19 October 2022 and minutes action log	Steve Cox/ Tim Bellamy	To provide a timeline for the Bus Service Improvement Plan.	Information on the timing of the BSIP was presented to Board previously. It is envisaged that the BSIP would be presented at the Board meeting in June; however further discussions are required around the timing of the preceding Transport and Infrastructure Committee in May (following the local elections).	Closed
303.	Budget Monitoring Report	Jon Alsop/ Rob Emery	Officers offered a note outside the meeting on the grants referenced at section 3.7.		

Minute	Report title	Lead officer	Action	Response	Status
310.	Call-in of decision by the Transport and Infrastructure Committee: Demand Responsive Transport	Edwina Adefehinti	A Member suggested that the Audit and Governance Committee should look at the procurement and governance aspects of what had taken place in this case.	We are in the process of instructing external auditors to review the CPCA's procurement process. When this audit is concluded, we will take the report to the Audit and Governance Committee.	Open
315.	Snailwell Loop (Newmarket Curve)	Steve Cox/ Tim Bellamy	Officers undertook to provide the Board with a copy of the information on the usage of Soham Station which had been requested by the Transport and Infrastructure Committee.	The usage of Soham Station will be provided when the annual (year-long) data can be verified. Data could be provided at the moment, however until the final figures are checked this information will not be provided to the TIC and subsequently Board. An update will be provided to the CA Board in June.	Open
323.	University of Peterborough - Proposal to offer a loan to R&D Company 2 Delivering the University Phase 2 Building	Edwina Adefehinti/ Alison Marston	To consider a visit to the University of Peterborough by Board members and holding a future Combined Authority Board meeting at the University.	There are no webcasting facilities in the Up, so the Governance team are exploring options for arranging this. There is no legal requirement to broadcast, but it is good practice to continue doing so where this is possible.	Open
330.	Minutes – 30 November 2022 and Minutes Action Log	Edwina Adefehinti	Future minutes to attribute Members' comments by name.	Actioned.	Closed

Minute	Report title	Lead officer	Action	Response	Status
333.	Mayor's Draft Budget and Mayoral Precept 2023-24 and 2023/24 Budget and Medium-term Financial Plan 2023 to 2027	Edwina Adefehinti/ Alison Marston	The Deputy Mayor noted the Board's comments around the timing of the issuing of papers, and this might be something which could be picked up as part of future reviews of the Constitution, along with the request for more discussions.	There is nothing further that can be added to the Constitution presently because a budget setting protocol is being developed by the Finance team. Once that is agreed and approved it can then be incorporated into the Constitution	Open
336.	Climate and Strategy Business Case January 2023	Steve Cox	Cllr Boden asked that all proposed expenditure on climate-related objectives should be quantified in terms of the cost per tonne of CO2E being saved.		
		Steve Cox	Cllr Bailey asked for an agreed definition of net zero as there were variances in definition. She would also like to understand what monitoring would be put in place and where was the performance element.		
343.	Bus Assessment Framework and Tendering of Services	Steve Cox/ Tim Bellamy	Cllr Fitzgerald asked that Board members should be advised in advance about any proposals to retender or procure bus routes to ensure that they were sighted and comfortable.	Noted. Following the standstill period for the six contracts, Transport and Infrastructure Committee (TIC) members and Leaders were informed of the outcome of the procurement process. Going forward, a regular update will be provided to Leaders and TIC members on changes to bus service provision.	Closed
		Gordon Mitchell	The Statutory Deputy Mayor asked the Interim Chief Executive to arrange an early meeting to talk through the issues raised in the debate.		

Minute	Report title	Lead officer	Action	Response	Status
348.	Authorisation of expenditure on ZEBRA zero emissions buses project	Steve Cox/ Tim Bellamy	Assuming the new zero-emissions buses would belong to Stagecoach, Cllr Boden asked would happen to the vehicles they would be replacing and whether any recompense was possible.	<p>Stagecoach will own the ZEBRA buses (and the charging infrastructure). The vehicles which they are replacing will be staying within the Cambridge fleet so that we continue to benefit from the Euro 6 engines fitted to them.</p> <p>The Grant Funding Agreement with Stagecoach guarantees that the displaced buses will remain on service in Cambridgeshire for five years so that we see an overall upgrade in fleet (age and emissions).</p>	Closed



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Agenda Item No. 1.5

Cambridgeshire and Peterborough Combined Authority Board 22 March 2023

Public question

	Question from:	Question to:	Question:
1.	Roxanne De Beaux Chief Executive, CamCycle	Mayor Dr Nik Johnson	<p>In June 2021, this Board accepted the recommendation from the Cambridgeshire & Peterborough Independent Commission on Climate to reduce the car miles driven on our roads by 15% by 2030 to help cut carbon emissions.</p> <p>There is a lot to do in seven years to achieve that level of modal shift from driving to more sustainable travel options including public transport, walking and cycling. And even that target is not ambitious enough if our region is to play its part supporting the UK government target of cutting emissions by 78% by 2035.</p> <p>Camcycle would like to ask, when will options for the transport Net Zero pathway mentioned in item 2.8 be published and does item 2.22 imply that the Greater Cambridge Partnership proposal for a Sustainable Travel Zone will be an essential part of this pathway?</p> <p>Also, in light of agenda item 5.2 Oxford to Cambridge Pan Regional Partnership, we'd like to call for the Varsity Way segregated walking and cycling route to become a key part of any plans between these regions.</p>

	Response from:	Response to:	Response:
	Mayor Dr Nik Johnson	Roxanne De Beaux Chief Executive, CamCycle	<p>As demonstrated by the draft Local Transport and Connectivity Plan, the Combined Authority is committed to the achievement of a 15% reduction in car mileage to help cut carbon emissions and meet our overarching vision, aims and objectives. Independent assessment commissioned by the Combined Authority demonstrates that this target is a suitable level of ambition.</p> <p>Analysis shows that an ambitious programme of realistically deliverable interventions should achieve the Combined Authority target, but that it will still leave a residual gap in cumulative emissions against the County Council's pathway. Where appropriate, we will consider, develop and implement a range of measures. Of the measures tested, avoid measures – that is, improved digital connectivity and spatial planning - and demand management, like pricing strategies and physical measures, have been found to have the greatest influence.</p> <p>The route hierarchy articulated within the emerging Local Transport and Connectivity Plan further demonstrates our commitment to modal shift through the development and implementation of a 'Shift, Avoid, Improve' approach across the region. As part of this, the Combined Authority will deliver an improved active travel network and has successfully secured additional funding to support our ambitions in this. As demonstrated by our rating of '2' awarded by Active Travel England, there is <i>'strong local leadership with clear plans that form the basis of an emerging network'</i>. But we must not rest on our laurels as there is still more to do in relation to active travel.</p> <p><u>Supplementary question without notice from Roxanne De Beaux:</u></p> <p>Could we have an indication from the Combined Authority around progress towards bus franchising, and communicating to the public where you are at with that and how it might integrate with other transport strategies. I know from the recent big consultation we've had those pieces between County, the Greater Cambridge Partnership and the Combined Authority and what the Combined Authority's part to play in that around buses has been a bit unclear. Also, thank you very much for the updates. We are very excited to hear that an Active Travel Lead is on the way.</p>

			<p><u>Response to supplementary question without notice from Mayor Dr Johnson:</u></p> <p>First, I will promise to get officers to give you a more detailed answer outside of the meeting, but if I can leave you with a positive I would say that bus franchising has always been an ambition for me as I campaigned to become Mayor and since I was elected. It is something that is at the forefront of the ambition of our Combined Authority and as we are moving forward we will need to work closely with Peterborough City Council and the County Council and all the constituent members to really deliver. Not just on improvements to bus networks, but that we can deal with the issues of rural isolation. We have over the course of the last year seen what can happen when the current system fails our community, and I don't think any of us here want to see that happen again. The direction of travel is very much one of working together, and at the moment around bus franchising. But a more substantial answer will be sent.</p>
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Senior Appointment

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	22 nd March 2023
Public report:	This appendix is exempt from publication under Part 1 of Schedule 12A of the Local Government Act 1972, as amended, and that it would not be in the public interest for this information to be disclosed: information relating to an individual; information which is likely to reveal the identity of an individual and the financial or business affairs of any particular person (including the authority holding that information). The public interest in maintaining the exemption is deemed to outweigh the public interest in its publication.
Lead Member:	Mayor Dr Nik Johnson
From:	Nick Bell, Executive Director, Resources and Performance (s73)
Key decision:	No
Forward Plan ref:	n/a
Recommendations:	<p>The Combined Authority Board is recommended to:</p> <ul style="list-style-type: none">a) Note the contents of this report.b) Receive and agree the recommendation made by the Members of the Employment Committee at the meeting on 20th March 2023 that the preferred candidate be appointed to the position of Chief Executive.c) Delegate to the Interim Chief Executive the function of agreeing with the successful candidate the terms and conditions of appointment, including associated start date and any other requirements and actions necessary to finalise arrangements.
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 The purpose of this report is to outline the process and seek approval for the appointment of the Chief Executive Officer. This follows consideration of this issue by the Employment Committee (EC) of the Combined Authority at its meeting on 20 March 2023. Board members are asked to consider, and agree the recommendation made by the Members of the Employment Committee that the preferred candidate be appointed to the position of Chief Executive.
- 1.2 The Chief Executive post is a key strategic role within the Cambridgeshire and Peterborough Combined Authority and is required to oversee the delivery of the organisational priorities for the Combined Authority. The Chief Executive leads the senior team and has responsibility for the management and coordination of the employees of the Combined Authority.
- 1.3 Appendix 1 is exempt from publication as it contains the identity of the preferred candidate. The exemption is applied in order to enable the preferred candidate time to communicate their departure to the staff within their current organisation.

2. Background

- 2.1 The recruitment process adopted for this appointment has already been delegated to the interim Chief Executive at the Combined Authority Board meeting which was held on 19 October 2022.
- 2.2 Penna Executive recruitment agency had been appointed to support the Combined Authority with the search elements of the recruitment process through to the selection of the recommended candidates.
- 2.3 A shortlisted pool of candidates was proposed by Penna at the Employment Committee held on the 14 March 2023. At this meeting a decision was made to invite one candidate for final interview in respect of the Chief Executive position.
- 2.4 The candidate attended a formal interview with EC members on the 20 March 2023. Additionally, stakeholder engagement took place with the candidate comprising a number of CEX's of CPCA constituent authorities. Other key CPCA staff and external partners engaged with the candidate on the 15 March 2023. At the end of the stakeholder session participants took the opportunity to discuss and give feedback for the candidate which was shared with the EC on 20 March 2023.
- 2.5 EC formally voted on their preferred candidate, which is contained within the Exempt Appendix 1.

Significant Implications

3. Financial Implications

- 3.1 It has been confirmed that budget provision has been made for the CEO position within the staffing establishment budget. There are no additional financial implications.

4. Legal Implications

- 4.1 This post is an Employment Committee appointment in line with the criteria set out in the Officer Employment Procedure Rules, and will be recruited to in accordance with those Procedure Rules
- 4.2 Chapter 12 Rule 2.1 of the constitution-Terms of Reference for the Employment Committee provides:
The functions of the Employment Committee are:
(a) To make recommendations to Combined Authority Board on the appointment of the Head of Paid Service (Chief Executive), Monitoring Officer and Chief Finance Officer (“the statutory officers”).
(b) To appoint chief officers.
- 4.3 Chapter 18, Rule 3.1(f) of the Constitution provides that:
(a) The Combined Authority Board will approve the appointment of the Head of Paid Service (Chief Executive), the Monitoring Officer and the officer with the responsibilities set out in section 73(1) of the Local Government Act 1985 (Chief Finance Officer) (“the statutory officers”) following the recommendation of the Committee.
(b) Appointments of Chief Officers will be made by the Committee.

5. Public Health Implications

- 5.1 Not applicable.

6. Environmental and Climate Change Implications

- 6.1 Not applicable.

7. Other Significant Implications

- 7.1 Not applicable.

8. Appendices

- 8.1 EXEMPT Appendix 1: – Names of preferred candidates

9. Background papers

- 9.1 No additional papers.



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Agenda Item No 2.1

Combined Authority Monthly Highlights Report: February 2023

To: Cambridgeshire and Peterborough Combined Authority Board

Meeting Date: 22 March 2023

Public report: Yes

Lead Member: Mayor Dr Nik Johnson

From: Gordon Mitchell, Chief Executive

Key decision: No

Recommendations: The Combined Authority Board is recommended to:

Note the content of this report.

Voting arrangements: No vote required.

1. Purpose

This report provides a general update on the key activities of the Combined Authority and the Mayor since the last Board meeting, which are not covered in other reports to this Meeting. It also provides information on some key developments, risks and opportunities that have emerged.

2. Updates

2.1 National Policy Developments

The previous report focused on several issues of interest that emerged following the Chancellors Autumn statement. Subsequent weeks have seen a mix of better insight of previous announcements and emergence of further issues and proposals that impact the key activities of the Combined Authority.

The recent large changes to government departments and their responsibilities included the breakup of the BEIS, DCMS, and the Department for International Trade. This reshaping of the Whitehall landscape creates four new departments: the Department for Energy Security and Net Zero; a combined Department for Business and Trade; the Department for Science, Innovation and Technology, and a “refocused” DCMS.

Of these departmental announcements the establishment of a dedicated innovation department in the Department for Science, Innovation and Technology may offer the opportunity for a greater focus on CPCA economic issues. Our area is home to both established and developing knowledge hubs and industries. In the South, this encompasses long-standing partnerships between academia, R&D facilities and high growth companies represent a strong foundation to further grow the green shoots of knowledge intensive industries are taking root in our north, with particularly exciting developments in Advanced Manufacturing in Peterborough and Fenland.

We are excited by the potential of national government incentives and investment strategies that can level up areas of the Combined Authority area. The north of our region having previously faced significant de-industrialisation would benefit from the potential rework of investment zones that early information indicates may be brought back onto the agenda. However, an emerging concern is that the ‘greater SE’ may not be eligible to apply for such a reworked investment zone.

On 23 February it was announced that Major Infrastructure projects (NSIP’s) will be delivered more quickly under a new action plan. We will want to promote local schemes that we know could unlock significant connectivity bottlenecks. An example of a scheme that may proceed at a quicker pace is the East West Rail (Bedford to Cambridge and Western improvements) project that is currently at the pre-application phase. Changes to the process are currently set to be implemented by September 2023.

The future of Local Enterprise Partnerships (LEP) remains uncertain. It is not clear what role Government see LEPs playing but it is clear, with no direct replacement to Local Growth Funds and LEP core funding reducing by 50% between 2021-22 and 2023-24 that funding for LEPs will not continue to be provided at the same level as in previous years, if at all.

Recent correspondence from the Cities and Local Growth Unit confirms the LEP Core Funding the Combined Authority will receive in the 2023-2024 financial year will be £250,000; a reduction of £125,000 from 2022-2023 and £250,000 from 2021-2022. Currently we expect this funding to be paused along with the 2022-2023 allocation.

On 17 February, the A47 Wansford to Sutton application was granted development consent by the Secretary of State for Transport. The application involves the dualling of the A47 between the A1 and the dual carriageway section west of Peterborough. The scheme length is approximately 2.5km and creates a new slip road off the A1 south joining the A47 east.

The Department for Business and Trade visited Cambridge in February as part of a North America Roadshow programme that included visiting 12 cities across the UK to promote business opportunities in the US and Canada. Events were designed to highlight the support available for UK businesses looking to sell to consumers across the pond and included a series of presentations and interactive sessions run by trade experts and sector specialists. Hopefully, this will mark the beginning of a new relationship with the DBT for our work.

Early conversations suggest that guidance will be soon set out the prospects for devolving funding further to cut the costs incurred in the assessment of bids. This may present a sea-change in how local government interacts with central government. Moving away from a system that prioritises centralisation of control towards dispersing decisions and delivering more. It is suggested that this will be accompanied by an 'accountability framework' intended to ensure that local scrutiny is robust and accountability to government is built in.

In the build-up to the Spring Statement on March 15, the Combined Authority published our key asks and set out how investment in our strategic priorities can help unlock the full potential of Cambridgeshire and Peterborough. We are keen to work with government on the revised vision for Investment Zones and are expecting details on how these will be taken forward in the announcement.

2.2 Funding Activity

Bidding for funds, often with colleagues in local councils continues to be a regular task, with often uncertain outcomes. Perhaps inevitably some announcements will form part of the chancellors Budget statement on 15 March, but there have still been a range of bids or allocations confirmed since the previous Highlights report in January.

- £169k Local Transport Fund 2 – additional 3-month extension to the funding included in the previous report, covering April to June
- £47.85m Levelling Up Fund round 2 bid for Peterborough Station Quarter. This was the number one bid from the CPCA, and there will now be significant requirements to provide detailed business plans over coming
- £89k Local Vehicle Infrastructure Capability grant (LEVI)
- £45k offered by DCMS, to distribute to councils, to enable large scale public screenings of the Coronation and Eurovision.
- c.£4.4m Local Energy Advice Demonstrator grant

2.3 Public Affairs

2.3.1 East of England All Party Parliamentary Group

The East of England All Party Parliamentary Group (APPG) report, Levelling Up the East of England: The Region's Progress to Delivering the Twelve DLUHC White Paper Missions, which The Combined Authority fed into continues to gain traction in Westminster. A Westminster Hall debate at the beginning of the year saw unanimous support for transport investment at Ely Junction.

The support was furthered by Levelling Up Minister, Dehenna Davison MP, during her February keynote speech at The East of England APPG and East of England Local Government Association joint parliamentary reception celebrating the report. Deputy Mayor, Cllr Anna Smith represented the Combined Authority as a panel speaker. She spoke passionately regarding projects such as ARU Peterborough and North Cambridgeshire Training Centre and how devolution of skills budgets and Local Growth Funding has allowed the Combined Authority to level up skills provision.

2.3.2 Consultation Responses

The Combined Authority have provided input into the Transport Select Committee's inquiry into Strategic Road Investment, the Government's current five-year plan for investing in major roads and motorways. We have also submitted a response to Engineering UK's Fit for the Future report, which was commissioned by government to outline a blueprint for growing and sustaining engineering and technology apprenticeships for young people.

2.3.3 State of Rail Report

The Combined Authority was represented at a reception in Parliament for Transport East's State of Rail report that was attended by the Rail Minister (Huw Merriman MP) where the importance of Ely area capacity enhancement programme (EACE) and Haughley Junction was reiterated and discussed.

2.3.4 Rail Summit

This summer the Combined Authority will be convening a rail summit, to build the vision for the future of the region's rail services and further make the case for the Ely area capacity enhancements. An early working agenda will also include the available options for Wisbech Rail, maximising the benefit of East West Rail and integrating our bus and rail systems. Internally a working group of Officers from across the Chief Executive's Office and the Place and Connectivity directorate has been established to deliver the rail summit and the stakeholders required to maximise impact are currently being mapped. We are looking forward to working with partners, locally and nationally, to ensure that we collectively showcase our ambitious vision for rail at a national level.

2.4 Economy and Growth

2.4.1 Careers Hub launch

The Careers Hub hosted its inaugural conference at ARU-P on 31st January. The conference was attended by over 100 educators, businesses and intermediaries who had the opportunity to network, attend workshops and hear from industry specialists all with a focus on new talent and careers. The Careers Hub supports mainstream, alternate provision and special educational needs schools with careers education, ensuring each young person is able to take their next best step.

2.4.2 Provider Network Launch

The Provider Network was launched in January, bringing together 40 providers of education and skills who spent the afternoon hearing from the Combined Authority talking about policy, strategic direction, funding opportunities and networking. We are developing and supporting the Provider Network to help to increase the availability and variety of training provision of patch. The Provider Network will support with the supply side of provision, aligned to regional needs.

2.4.3 Multiply Programme Update

The Cambridgeshire and Peterborough Combined Authority was awarded £4million by Government to help improve numeracy across the region as part of the national Multiply programme. Colleges and training providers across the region are providing ways people can sharpen up their maths to help everything from better household budgeting through to getting the skills needed to advance in a career.

The Multiply Roadshow toured the region for a week in late February in a fully equipped bus, operated by one of the training providers, Runway Training. Residents were invited to 'hop on board' to find out how Multiply can help them build number confidence and improve their maths skills.

The bus is fully equipped with ten laptops, wi-fi, screens and a coffee machine, and has a relaxed, friendly feel. In addition to visiting major towns, this mobile learning venue aims to bring Multiply to the rural communities across the region.

2.4.4 Community Renewal Fund

In November 2021, the Combined Authority was successful in bidding for £3.4 million from the government's Community Renewal Fund (CRF). The funding was split between two schemes, Start and Grow and Turning Point, which have now completed. Our Start and Grow project, received £2,529,600 and has supported people to start and grow businesses, while Turning Point received £864,251 and has helped unemployed people into work.

292 Start and Grow grants were issued, resulting in the creation of 103 new business startups, the creation of 119 new jobs and 49 new jobs safeguarded. Turning Point supported 101 learners to gain a new qualification while supporting over 2000 people to engage in job-searching.

2.4.5 ARU Peterborough

The building works at the Peterborough Research & Innovation Centre, which is located on the University Campus in Peterborough, is now largely complete and handed over. Negotiations continue with prospective tenants, and plans are being prepared for the fit out of the new building ready for occupation in 2023/24.

Phase 3, known as the Living Lab, is intended to commence construction at the end of this year. Early indications from Morgan Sindall (the appointed main contractor for the Phase 3 Living Lab) suggest significant cost pressures following the receipt of tender package returns from their sub-contractors. The project team are working quickly to establish areas of value engineering so that the potential costs variance is reduced and there is minimum impact to the overall programme. To help accelerate the programme (ensuring LUF requirements are met) early package orders for the timber frame have been placed and works on-site to oversee and complete pre-commencement planning conditions are underway. These works have been done under a licence agreement provided by

Peterborough City Council and are due for completion in late March 2023.

The University Partners (Anglia Ruskin University, Combined Authority, Peterborough City Council) are working together to prepare an outline planning application (OPA) to cover the wider expansion of the University. Subject to funding approval from the special purpose vehicle, it is the intention to develop a programme business case (PBC) to support the OPA. The PBC and OPA will enable further phases to be more deliverable and attract future funding and investment. The project team are working with PCC to ensure that the OPA and PBC reflects the city-wide strategies being developed.

2.5 Place and Connectivity

2.5.1 Transport

Electric Vehicle Charging Points Funding

The Combined Authority has been awarded £88,560 from the Local Electric Vehicle (EV) Infrastructure Fund to continue the expansion of electric vehicle charging across the region. We are currently working with England Economic Heartland, leveraging their EV tool to assist in the allocation of charge points and constituent Councils to produce a detailed breakdown of who we will use this new funding. Additional information, including locations and project timelines will be circulated as soon as possible.

ZEBRA Buses

The ZEBRA project is coming to fruition. The charging facility for 30 buses at Cowley Road depot is completed and the first Zebra double-deckers should arrive/have arrived in March with all of them due by end of April, despite delivery delays caused by the manufacturers, Volvo. Careful consideration is being given to how we promote the arrival of the buses as the formal launch will fall during the pre-election period.

ZEBRA in Cambridgeshire was recently highlighted by the Department for Transport in Parliament as an example of Levelling Up in the area, with the funding to the Combined Authority specifically mentioned.

Bus Strategy Consultation

Over 1000 responses were received for the Combined Authority's consultation on our proposed Bus Strategy (1017 responses were through the online survey and 16 via other channels). An analysis of the responses was discussed by Members of the Transport & Infrastructure Committee earlier this month.

2.5.2 Housing

In late January, the Combined Authority received repayment of a £6.5 million loan made to East Cambs Trading Company (ECTC), which was given to support a community-led development that delivered affordable housing for rent and sale in West End Gardens in Haddenham. The money was received ahead of the redemption date of 31 March 2023 and the scheme has delivered 54 units, 19 of which are affordable homes that have been transferred to Haddenham Community Land Trust.

A community-led housing initiative at More's Meadow in Great Shelford was completed on 30th January, providing affordable rent homes in the local community. The scheme received grant support from the Combined Authority's affordable housing programme.

2.5.3 Climate and Nature

Successful £75,000 Innovate UK funding bid (CANFFUND) as part of a consortium project looking at non-technical barriers to achieving Net Zero. After the initial study is complete later in the year, the area has the potential to bid to Innovate UK for up to £5m further local investment.

2.6 Resources and Performance

2.6.1 Senior Staffing

Senior Appointments

At the end of February, the Combined Authority welcomed three permanent senior members of staff; Nick Bell, Executive Director for Resources and Performance, Richard Kenny, Executive Director for Economy and Growth and Kate McFarlane, Executive Head of Policy and Support. They will join interim Chief Executive Gordon Mitchell and interim Executive Director of Place and Connectivity, Steve Cox, in the Combined Authority's Executive team.

Chief Executive Recruitment

The deadline for applications for the role of Chief Executive was Wednesday 1 March, the aim remains to make an appointment for a summer start date.

2.6.2 Procurement

Following the issues identified in the Best Value Notice letter from DLUHC in January regarding procurement in the Combined Authority a review of procurement is in the process of being commissioned from PWC. It is anticipated that this review will commence later this month and is expected to last around 4 weeks. The outcome of the review, together with recommendations and an action plan to address those recommendations, will be reported to the Audit and Governance Committee once the review is complete.

Significant Implications

3. Financial Implications

3.1 None

4. Legal Implications

4.1 None

5. Public Health Implications

5.1 None

6. Environmental and Climate Change Implications

6.1 Neutral

7. Other Significant Implications

7.1 None



Agenda Item No: 3.1

Budget Monitor Report: March 2023

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	22 March 2023
Lead Member:	Mayor Nik Johnson
From:	Jon Alsop Chief Finance Officer
Key decision:	Yes
Forward Plan reference:	KD2023/005
Recommendations:	<p>The Combined Authority Board is recommended to:</p> <ul style="list-style-type: none"> a) Note the financial position of the Combined Authority for the year to date. b) Approve the draft slippage figures as set out in appendices 1&2 and summarised in paragraphs 3.5 and 5.7 c) Approve to merge the three budget lines as set out below: <ul style="list-style-type: none"> 1) AEB Innovation Fund – Revenue; 2) AEB Provider Capacity Building; and 3) AEB Strategic Partnership Development d) Note the correction to LAD 3 and HUG 1 capital and revenue budgets and the national extensions agreed to both programmes.
Voting arrangements:	<p>Recommendations a-c) A simple majority of all Members present and voting</p> <p>Recommendation d) No vote required</p> <p>To be carried, the vote must include the vote of the Mayor, or the Deputy Mayor when acting in place of the Mayor.</p>

1. Purpose

- 1.1 This report provides an update of the actual spend position against both the 2022-23 revenue budget and capital programme as at 31st January 2023 and forecast outturn position as agreed by the end of February 2023.
- 1.2 The report also asks for approval of the draft slippage on certain programmes into 2023-24 to ensure the seamless continuation of delivery.
- 1.3 Finally, the report asks for approval of the recommendation from the Skills committee to combine 3 existing budget lines within the Adult Education Budget service.

2. Background

- 2.1 This report presents the budget and forecast outturn expenditure (year-end) position against that budget and, by exception, explanation of significant forecast variances between outturn and budget.
- 2.2 As was reported to the Board in January there was a substantial gap between actual expenditure to date and forecast spend by the end of the year. Significant work has been undertaken to reduce any optimism bias and deliver a materially more realistic forecast in this report. The effect of this can be seen in the £39m reduction in forecast spend in the current year.
- 2.3 While some slippage and delays to often complex capital programmes are unavoidable and unpredictable, as can be seen in the history of slipped and delayed capital programmes and projects in both local and national organisations, there have been key themes that have emerged during the drive to establish a more realistic set of forecasts for this report which we will work to address moving forward:
 - Delays caused by 3rd parties in finalising legal documentation and other processes required to commence projects, sometimes exacerbated by optimistic estimations of the time take between Combined Authority approval and physical initiation of the project (contract agreement and works starting).
 - The significant delay (often 3+ months) between delivery on the ground and actual spend through the Combined Authority's accounts
 - A disconnect between what is known by those in the organisation closest to the project and what is fed through into the financial reporting.
- 2.4 There are ongoing programmes, across both the Improvement Plan and the work to review the capital programme processes being supported by RSM following slippage seen in the 21-22 programme, to identify areas for improvement and these are due to report over the next 2-3 months. There are, however, several immediate actions which can be taken to improve what has been identified over the last month:
 - Formalisation of the monthly reporting processes to ensure that information known to project managers is captured in a consistent, regular manner.

- A discussion with constituent councils and other delivery partners to identify opportunities to either speed up the journey of costs through from delivery agent to the Combined Authority, or to capture reliable expenditure accruals so that spend can be reported when the work is done during the year, rather than when the claim is submitted and approved.
- Greater scrutiny of initial project spend profiles to ensure the time taken for project initiation is fully recognised.

2.5 Given the increased level of forecast slippage this work has identified, it is highly likely that the slipped budgets are the in-year reflection of a longer-term change to projects and the work that has started during this Board cycle will be continued to identify where there need to be changes to project spend profiles across the lifetime of the projects.

2.6 As previously agreed by the Board, the exception reporting thresholds are: £100k in Mayoral and Corporate Services revenue budgets, £250k for 'Income', 'Housing', 'Business and Skills', and 'Delivery and Strategy' revenue budgets, and £500k on all capital projects.

3. Revenue Budget Position

3.1 A summary of the revenue financial position of the Authority is set out in the table below. A more detailed breakdown of income and expenditure budgets for the year to date is shown at **Appendix 1**.

	Jan Budget £'000	Adjust' £'000	Revised Budget £'000	Actuals to 31 st Jan 23 £'000	Forecast Outturn £'000	FO Variance £'000	Change in FO £'000	Slippage Requested £,000	App 4 ref:
2022-23 Revenue									
Grant Income	-51,097	-169	-51,265	-38,723	-46,678	4,587	231	N/A	2&3
Mayor's Office	488	-	488	177	216	-272	-25	-	
CA Gross Staffing Costs	7,528	-	7,528	6,459	7,747	219	-	-	1
Other Employee Costs	330	-	330	147	395	65	95	-	
Externally Commissioned Support Services	581	-	581	370	496	-85	-108	-	
Corporate Overheads	830	-	830	650	780	-49	-48	-	
Governance Costs	144	-	144	24	60	-84	-	-	2&3
Other Corporate Budgets	1,388	-	1,388	-2,586	-2,931	-4,318	-2,095	368	
Recharges to Ringfence Funded Projects	-3,233	-	-3,233	-2,490	-3,233	-	-	-	
Corporate Services Expenditure	7,568	-	7,568	2,574	3,314	-4,252	-2,156	368	
Business and Skills	51,470	-5,512	45,959	22,391	27,381	-18,580	-14,500	11,969	4-12
Delivery and Strategy	15,890	273	16,163	10,486	15,146	-1,017	150	388	
Housing	563	-	563	380	467	-96	-46	20	
Workstream Expenditure	67,924	-5,239	62,685	33,257	42,994	-19,693	-14,396	12,377	
Total Expenditure	75,979	-5,239	70,741	36,008	46,524	-24,217	-16,577	12,745	

3.2 The Forecast Outturn as set out in the table above shows a 'favourable' variance of forecast expenditure against approved budgets of £23.4m. The increase of £15.7m compared to the previous report is due to:

- £7.1m reduction in forecast spend this year across the Net Zero Hub budgets.
- £3.5m reduction in forecast spend on the Growth Works programme due to delays in the European funded grant work as other, more time restricted, funding was prioritised.
- £1.7m reduction in forecast wave 3 bootcamps expenditure, a significant proportion of which will be rolled forward into the next financial year, in total helping over 1,200 residents improve their skills.
- £1.7m improvement in forecast income from treasury management
- £1.5m reduction in forecast spend on the Heath and Care Sector Work Academy
- £480k reduction in forecast spend across the AEB service
- £143k increase in forecast spend on the change management reserve

A line by line breakdown of revenue budgets is included as **Appendix 1** and detail on the variances are provided in **Appendix 4**.

3.3 There has been one change to the approved revenue budget outside those approved at the January Board, and this is the correction of the budget allocations for the LAD3 and HUG1 budgets split across the revenue budget and capital programme. When the total budget was reduced in line with discussions with BEIS, the split between revenue and capital was not correctly updated. This has been corrected here showing a significant shift (£6.6m) from revenue to capital across the two projects.

3.4 Extensions to the LAD3 and HUG1 programmes have been agreed nationally by the Department for Energy Strategy and Net Zero (DESNZ, formally part of BEIS). As part of this £5m of HUG1 funding will be returned as it is not forecast to be delivered, there is no further return of LAD 3 funding. While any return of funds is unfortunate, the Net Zero Hub have dramatically increased their capacity to deliver on their capital retrofit programmes and are in a very strong position moving into the new year.

3.5 In total there is £12.6m of requested slippage across the revenue budget materially made up of:

- £3.3m of Growth Co service revenue discussed earlier.
- £2.9m on the LAD3 and HUG 1 programmes to be delivered during the extensions of both programmes in 23-24
- £3.2m in other Net Zero Hub related ringfenced grant funded activity.
- £1m skills bootcamps wave 3, an extension to the programme has been agreed with the Department for Education and this will fund the extension in 2023-24.
- £900k across the AEB programme. As this is a ringfenced fund, work will be done ahead of the outturn report to identify whether this is slippage required in 23-24, or underspend which should be transferred to the AEB reserve.
- £368k improvement plan slippage – this is the balance of the £750k allocated by the CA Board for the improvement plan to be carried forward for further work completing

the workstreams, and in implementing and embedding the improvements identified.

- 3.6 Excluding the £4m improvement on the revenue position from overachievement of investment income and non-utilisation of the allowance for borrowing costs, there is a net £6.6m forecast underspend which is not requesting carry forward. This is broken down below with an indication of what will happen with the un-spent funds:

N.B. the breakdown below adds up to more than £6.6m as the net figure is offset by small overspends in other budgets.

- £532k of devolved AEB grant will be transferred to the ringfenced AEB reserve for utilisation in future years.
- The skills bootcamps funding is claimed in arrears so the £3.9m across skills bootcamps waves 2 & 3 mean the funding will never have been claimed from the Department for Education.
- £767k on the HUG 1 programme will be returned to BEIS as part of the overall £5m being returned.
- £1.6m of Health and Care Sector Work Academy funds from the Department for Work and Pensions will be returned to Government.
- £625k net across the passenger transport services – as this was funded from the transport levy, this will be retained within the transport levy reserve and utilised on providing services in future years.

4. Request to merge AEB budget lines from FY 23/24

- 4.1 As per the recommendation from the Skills Committee at their meeting on the 6th March 2023, the Board is asked to approve the merger of three budget lines within the AEB programme, with a total annual budget of £537k, from the 2023-24 financial year onwards:

- AEB Innovation Fund – Revenue
- AEB Provider Capacity Building
- AEB Strategic Partnership Development

- 4.2 Merging the budgets of these similar activities will allow for easier project management and reporting. This will help reduce the staffing time required to manage the budgets without reducing the quality. It will allow the team to concentrate on performing the tasks which has caused the slippage of the budget from the current financial year to the next.

5. Capital Programme

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

Capital Programme Summary	Revised 22-23 Budget	Actuals to 31 st Jan 23	22-23 Forecast Outturn	Change in FO	Forecast Variance		Requested Slippage
	£'000	£'000	£'000	£'000	£'000	%	£'000
Corporate Services	242	31	98	-144	-144	-60%	144
Business and Skills	84,304	34,324	55,194	-14,269	-29,107	-35%	24,074
Delivery and Strategy	62,959	34,072	48,631	-10,153	-14,327	-23%	14,329
Housing	28,389	5,367	11,166	-848	-17,224	-61%	17,224
Totals	175,894	73,794	115,089	-25,414	-60,802	-35%	55,772

Capital Funding Summary	Revised 22-23 Budget	Actuals to 31 st Jan 23	22-23 Forecast Outturn	Forecast Variance		% received to date
	£'000	£'000	£'000	£'000	%	
Capital Gainshare	-12,000	-12,000	-12,000	-	0.0%	100.0%
Local Transport Capital Grants	-16,326	-22,481	-23,080	-6,754	41.4%	97.4%
Transforming Cities Funding	-21,000	-	-21,000	-	0.0%	0.0%
DLUHC Housing Funding	-5,000	-1,128	-1,128	3,872	0.0%	100.0%
Totals	-54,326	-35,609	-57,208	-2,882	41.4%	62.2%

As mentioned earlier in the report, actual expenditure is significantly behind forecast spend for the year, with over £41m to be spent in February and March. This is indicative of the significant delay between delivery on the ground and costs being claimed from the CPCA. In some cases no payments had gone out for in-delivery projects for work done since October 2022 due to claims not having been received. There will be discussions with internal officers and delivery partners to identify how our financial reporting can more accurately reflect delivery on the ground in future.

5.2 There have been 3 material changes in forecast spend within Business and Skills since the previous report:

- The LAD 3 programme is forecasting £6.8m further underspend, coming to a total of £11.3m, however a 6-month extension has been granted nationally so this funding is expected to be utilised in 2023-24.
- The HUG 1 programme has reduced forecast spend by £4.2m to £7.1m total underspend. £5m of this is to be returned to Government and the balance spent in the short extension agreed for this programme in 23-24.
- The Growth Service Capital line, incorporating capital grants and equity investments, has reduced its forecast spend by £3.6m. This is in-line with the business plan presented to the CA Board in January

5.3 There has only been one material change in forecast expenditure within Delivery and Strategy: a reduction of £3.2m on the Zero Emission Bus scheme (ZEBRA). This does not impact the total budget for the project, nor represent a reduction in scope as the buses themselves are now in the UK, however the ancillary non-bus costs are now anticipated to be spent in 2023-24 rather than this financial year as originally planned.

- 5.4 While not individually material in value, the delivery and strategy capital programme has reduced its forecast outturn across all other budget lines by a combined £6.9m, as highlighted above work will be done to identify why this was not reported earlier and to identify the impact on the capital programme in the medium-term.
- 5.5 Detailed explanations provided by project leads for all material variances are included as **Appendix 4**.
- 5.6 There are 9 capital budget lines with STA funding for 2022-23 which now cannot be spent and so are requesting slippage into 2023-24. In the majority of cases these are projects which have taken longer to reach the initial funding gateway than was originally envisioned, but are still being progressed. None of the allocated funding is time-sensitive so there is no risk of funding clawback from these projects being delayed.
- 5.7 There is £55.8m of requested slippage on the approved capital budgets, the projects with slippage above the £1m materiality limit are listed below. As was provided last year, explanations of all projects with material differences between outturn spend and budget will be provided alongside the 2022-23 outturn finance report.
- £16m on the affordable housing grant programme
 - £14m across the LAD3 and HUG 1 to be delivered during the extensions of both programmes in 23-24.
 - £3.6m on the Growth Service capital grants and equity
 - £3.3m on ZEBRA capital funding
 - £3.2m on the A10 improvements
 - £1.4m on March Market Town
 - £1.2m on the A16 Norwood Dualling
 - £1.1m on St Neots Market Town
 - £1.1m on the housing investment fund portfolio

Significant Implications

6. Financial Implications

- 6.1 There are no direct financial implications beyond those 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.
- 7.2 This report monitors how the Combined Authority, and the Mayoral Fund are performing against the financial targets set in the relevant financial years through the Budget setting process in accordance with the CPCA Combined Authority Order 2017 and the Combined Authorities Financial Order 2017.

8. Other Significant Implications

- 8.1 There are no other significant implications

9. Appendices

- 9.1 Appendix 1 – Detailed breakdown of the revenue position for the year
- 9.2 Appendix 2 – 22/23 Capital Position
- 9.3 Appendix 3 – Capital Programme
- 9.4 Appendix 4 – Detailed Explanations of Material Variances

10. Background Papers

- 10.1 [Skills Committee - 6 March 2-23 - Finance and Performance report](#)

Appendix 1 - Detailed breakdown of the revenue position

	Jan Budget £'000	Adjustments £'000	Revised Budget £'000	Actuals to 31 st Jan £'000	Forecast Outturn £'000	Forecast Outturn Variance £'000	Change in FO £'000	Requested Slippage £'000
Grant Income								
Adult Education Budget	-11,989		-11,989	-11,973	-11,989	-	-	
AEB Level 3 Courses	-955		-955	-802	-955	-	-	
Bus Service Operator Grant	-411		-411	-	-411	-	-	
Careers Enterprise Company Funding	-200		-200	-224	-224	-24	-24	
Community Renewal Fund Grants	-1,273		-1,273	-1,848	-1,273	-	-	
Local Transport Fund	-675	-169	-844	-	-675	168	-	
Digital Skills Bootcamp	-1,686		-1,686	-114	-330	1,356	-	
Enterprise Zone receipts	-972		-972	-851	-851	121	121	
ERDF - Growth Service Grant	-2,918		-2,918	-15	-2,918	-	-	
ESF Growth Service Grant	-920		-920	-823	-920	-	-	
Growth Hub Grants	-246		-246	-	-246	-	-	
LEP Core Funding	-375		-375	-	-375	-	-	
Mayoral Capacity Fund	-1,000		-1,000	-1,000	-1,000	-	-	
Multiply Grant	-1,209		-1,209	-1,209	-1,209	-	-	
Revenue Gainshare	-8,000		-8,000	-8,000	-8,000	-	-	
Skills Advisory Panel Grant	-75		-75	-55	-75	-	-	
Skills Bootcamp Wave 3	-4,892		-4,892	-725	-1,926	2,966	134	
Transport Levy	-13,300		-13,300	-11,084	-13,300	-	-	
Total Grant Income	-51,097	-169	-51,265	-38,723	-46,678	4,587	231	-
Mayor's Office								
Mayor's Allowance	96		96	81	96	-	-	
Mayor's Conference Attendance	15		15	-	-	-15	-5	
Mayor's Office Expenses	40		40	4	5	-35	-5	
Mayor's Office Accommodation	77		77	35	35	-42	-15	
Mayor's Office Staff	260		260	57	80	-180	-	
Total Mayor's Office	488	-	488	177	216	-272	-25	-

	Jan Budget £'000	Adjustments £'000	Revised Budget £'000	Actuals to 31 st Jan £'000	Forecast Outturn £'000	Forecast Outturn Variance £'000	Change in FO £'000	Requested Slippage £'000
Corporate Services								
Combined Authority Gross Staffing Costs								
Business and Skills	2,358		2,358	1,755	2,299	2,299	-59	
Chief Executive	331		331	510	325	325	-6	
Corporate Services	2,418		2,418	2,419	2,981	2,981	563	
Transport	1,012		1,012	735	1,135	1,135	123	
Delivery and Strategy	908		908	734	687	687	-221	
Housing	501		501	306	320	320	-181	
Total CA Gross Staffing Costs	7,528	-	7,528	6,459	7,747	7,747	219	-
Other Employee Costs								
Travel	80		80	12	50	30	-50	
Training	88		88	38	88	60	-28	
Change Management Reserve	162		162	97	162	305	143	
Total Other Employee Costs	330	-	330	147	300	395	65	-
Externally Commissioned Support Services								
External Legal Counsel	70		70	26	70	35	-35	
Finance Service	65		65	25	45	32	-34	
Democratic Services	95		95	98	98	99	4	
Payroll	10		10	2	3	3	-7	
HR	12		12	11	14	14	2	
Procurement	8		8	4	4	4	-4	
Finance System	100		100	-	50	20	-80	
ICT external support	221		221	204	320	290	69	
Total Externally Commissioned Support Services	581	-	581	370	603	496	-85	-

	Jan Budget £'000	Adjustments £'000	Revised Budget £'000	Actuals to 31 st Jan £'000	Forecast Outturn £'000	Forecast Outturn Variance £'000	Change in FO £'000	Requested Slippage £'000
Corporate Overheads								
Accommodation Costs	300		300	164	185	-115	-65	
Software Licences, Mobile Phones cost	113		113	96	113	-	-	
Communications	40		40	31	40	-	-	
Website Development	10		10	9	10	-	-	
Recruitment Costs	100		100	111	120	20	-	
Insurance	39		39	39	39	-	-	
Audit Costs	140		140	136	200	60	20	
Office running costs	31		31	11	17	-14	-3	
Corporate Subscriptions	56		56	53	56	-	-	
Total Corporate Overheads	830	-	830	650	780	-49	-48	-
Governance Costs								
Committee/Business Board Allowances	144		144	24	60	-84	-	
Total Governance Costs	144	-	144	24	60	-84	-	-
Other Corporate Budgets								
Improvement Plan	750		750	53	382	-368	-368	368
Corporate Response Fund	145		145	4	130	-15	-15	
Contribution to the A14 Upgrade	61		61	-90	61	-	-	
Interest Receivable on Investments	-68		-68	-2,553	-3,503	-3,435	-1,712	
Interest charges on borrowing	500		500	-	-	-500	-	
Total Other Corporate Budgets	1,388	-	1,388	-2,586	-2,931	-4,318	-2,095	368
Recharges to Ringfence Funded Projects								
Internally Recharged Grant Funded Staff	-2,749		-2,749	-2,141	-2,749	-	-	
Externally Recharged Staff	-484		-484	-349	-484	-	-	
Total Recharges to Ringfence Funded Projects	-3,233	-	-3,233	-2,490	-3,233	-	-	-
Total Corporate Services Expenditure	7,568	-	7,568	2,574	3,314	-4,252	-2,156	368

<u>Business and Skills</u>	Jan Budget £'000	Adjustments £'000	Revised Budget £'000	Actuals to 31st Jan £'000	Forecast Outturn £'000	Forecast Outturn Variance £'000	Change in FO £'000	Requested Slippage £'000
AEB Devolution Programme	10,449		10,449	10,066	9,917	-532	-532	
AEB Free Courses for Jobs	-	955	955	271	507	-448	507	448
AEB Innovation Fund - Revenue	629		629	350	350	-279	-279	279
AEB Programme Costs	367		367	333	367	-	-	
AEB Provider Capacity Building	156		156	88	88	-68	-68	68
AEB Strategic Partnership Development	196		196	33	88	-108	-108	108
Careers and Enterprise Company (CEC)	75	149	224	137	224	-	141	87
Changing Futures	60		60	-	60	-	-	
CRF Start & Grow Project	930		930	930	930	-	-	
CRF Turning Point Project	307		307	307	307	-	-	
CRF Programme Management	53		53	11	53	-	-	
CRF Turning Point CPCA Programme management	28		28	-	28	-	-	
Digital Skills Bootcamp	1,785		1,785	297	297	-1,488	-33	
Economic Rapid Response Fund	41		41	44	41	-	-	
FE Cold Spots (rev)	225		225	-	225	-	-	225
Growth Co Services	5,073		5,073	1,450	1,600	-3,473	-3,473	3,347
Growth Works Equity Fund (rev)	61		61	-	61	-	-	
GSE Energy Hub	2,186		2,186	952	1,034	-1,153	-1,153	1,153
GSE COP 26	23		23	18	23	-	-	
GSE Green Homes Grant Sourcing Activity	699		699	684	699	-	-	
GSE Green Homes Grant Ph 3 (LAD 3)	10,601	-4,651	5,950	1,839	3,515	-2,435	-2,578	2,429
GSE Home Improvement Grant (HUG 1)	4,443	-2,019	2,424	477	1,211	-1,213	-1,282	446
GSE Net Zero Investment Design	1,500		1,500	873	873	-627	-627	627
GSE Public Sector Decarbonisation	1,150		1,150	108	200	-950	-950	950
GSE Rural Community Energy Fund (RCEF)	1,974		1,974	1,241	1,421	-554	-554	554
Health and Care Sector Work Academy	2,467		2,467	479	904	-1,563	-1,563	
Insight and Evaluation Programme	75		75	78	75	-	-	
Local Growth Fund Costs	426		426	298	426	-	-	
Market Town and Cities Strategy	35		35	26	35	-	-29	
Marketing and Promotion of Services	90		90	-	90	-	-	

<u>Business and Skills</u>	Jan Budget £'000	Adjustments £'000	Revised Budget £'000	Actuals to 31st Jan £'000	Forecast Outturn £'000	Forecast Outturn Variance £'000	Change in FO £'000	Requested Slippage £'000
Multiply	1,209		1,209	685	1,039	-170	-170	170
Peterborough University Quarter Masterplan	100		100	100	100	-	-	
Shared Prosperity Fund Evidence Base & Pilot Fund	77		77	11	77	-	-	
Skills Advisory Panel (SAP) (DfE)	40	55	95	37	40	-55	-	55
Skills Bootcamp Wave 3	3,640		3,640	166	176	-3,464	-1,749	1,023
Skills Bootcamp Wave 3 PM costs	274		274	2	274	-	-	
Skills Rapid Response Fund	27		27	-	27	-	-	
Total Business and Skills	51,470	-5,512	45,959	22,391	27,381	-18,580	-14,500	11,969

<u>Delivery and Strategy</u>	Jan Budget £'000	Adjustments £'000	Revised Budget £'000	Actuals to 31st Jan £'000	Forecast Outturn £'000	Forecast Outturn Variance £'000	Change in FO £'000	Requested Slippage £'000
Bus Review Implementation	1,008		1,008	363	753	-255	-	255
Climate Change	100		100	104	100	-	50	
Doubling Nature Metrics	25		25	-	25	-	-	
Hunts Biodiversity for all - Revenue	50		50	-	50	-	50	
Lifebelt City Portrait	40		40	80	40	-	-	
Local Transport Fund	675		675	-	675	-	-	
Local Transport Plan	-	273	273	123	150	-123	50	123
Monitoring and Evaluation Framework	66		66	62	62	-4	-	
Natural Cambridgeshire	70		70		60	-10	-	10
P'boro Station Quarter SOBC	175		175	104	175	-	-	
Peterborough Electric Bus Depot business case	40		40	-	40	-	-	
Public Transport: Bus Service Operator Grant	411		411	-	411	-	-	
Public Transport: Concessionary fares	8,845		8,845	5,140	7,476	-1,369	-	
Public Transport: Contact Centre	286		286	209	286	-	-	
Public Transport: ENCTS rationalisation	-		-	-		-	-	
Public Transport: RTPi, Infrastructure & Information	221		221	228	221	-	-	
Public Transport: S106 supported bus costs	-		-	138	-	-	-	
Public Transport: Supported Bus Services	3,422		3,422	3,462	4,166	744	-	
Public Transport: Team and Overheads	456		456	473	456	-	-	
Total Delivery and Strategy	15,890	273	16,163	10,486	15,146	-1,017	150	388

	Jan Budget £'000	Adjustments £'000	Revised Budget £'000	Actuals to 31 st Jan £'000	Forecast Outturn £'000	Forecast Outturn Variance £'000	Change in FO £'000	Requested Slippage £'000
Housing								
CLT	120		120	18	24	-96	-46	20
Affordable Housing Programme Revenue Costs	443		443	362	443	-	-	
Total Housing	563	-	563	380	467	-96	-46	20
Total Workstream Expenditure	67,924	-5,239	62,685	33,257	42,994	-19,693	-14,396	12,377
Total Revenue Expenditure	75,979	-5,239	70,741	36,008	46,524	-24,217	-16,577	12,745

Appendix 2 – 22/23 Capital Position

	Approved Budget £'000	22-23 Actuals £'000	Balance to Spend £'000	Forecast Spend £'000	Forecast Over (Under) spend £'000	Change to Forecast Over (Under) spend £'000	Requested Slippage £'000
Business and Skills							
Advanced Manufacturing	487	487	-	487	-	-	-
Barn4 specialist growing facilities	400	193	-207	400	-	-	-
Cambridge Biomedical MO Building	185	185	-	185	-	-	-
Cambridge City Centre	695	595	-100	695	-	695	-
College of West Anglia - Net Zero	274	-	-274	-	-274	-274	274
Expansion of Growth Co Inward Investment	400	400	-	400	-	-	-
Fenland Hi-tech Futures	400	98	-302	400	-	-	-
GSE Green Home Grant Capital Programme Ph 2	16,634	15,933	-701	15,933	-701	632	-
GSE Green Home Grant Capital - LAD 3	33,676	10,478	-23,198	22,395	-11,281	-6,852	11,281
GSE Green Home Grant Capital - HUG 1	13,721	2,017	-11,704	6,590	-7,131	-4,234	2,799
Illumina Accelerator	1,700	600	-1,100	900	-800	-	800
Market Towns: Chatteris	596	54	-542	458	-138	232	138
Market Towns: Ely	735	28	-707	452	-283	-288	283
Market Towns: Huntingdon	391	86	-305	391	-	-560	-
Market Towns: March	2,068	76	-1,992	617	-1,450	-283	1,450
Market Towns: Ramsey	1,000	190	-810	190	-810	-	810
Market Towns: Soham	894	256	-638	420	-474	-72	474
Market Towns: St Ives	433	86	-347	433	-	5	-
Market Towns: St Neots	1,141	-	-1,141	-	-1,141	-	1,141
Market Towns: Whittlesey	524	138	-386	462	-62	229	62
Market Towns: Wisbech	7	397	390	713	-34	54	34
IEG Student Space	302	-	-302	397	390	390	-390
Ramsey Food Hub	285	-	-285	-	-302	-302	302
St Neots Masterplan	7	397	390	500	-975	-	975
Start Codon (Equity)	302	-	-302	487	-	-	-
The Growth Service Company	5,135	1,394	-3,741	1,494	-3,641	-3,641	3,641
Total Business and Skills	84,304	34,324	-49,980	55,194	-29,107	-14,269	24,075

	Approved Budget £'000	22-23 Actuals £'000	Balance to Spend £'000	Forecast Spend £'000	Forecast Over (Under) spend £'000	Change to Forecast Over (Under) spend £'000	Requested Slippage £'000
<u>Delivery and Strategy</u>							
A10 Dualling	3,993	128	-3,865	798	-3,196	-928	3,196
A1260 Nene Parkway Junction 15	7,111	3,329	-3,782	6,573	-538	-538	538
A1260 Nene Parkway Junction 32/3	711	122	-589	440	-271	-271	271
A141 & St Ives	1,737	140	-1,597	762	-975	-975	975
A16 Norwood Dualling	1,427	135	-1,292	227	-1,200	-	1,200
A505 Corridor	135	21	-114	21	-114	-114	114
CAM Delivery to OBC	150	109	-41	150	-	-	-
Care Homes Retrofit Programme	500	-	-500	-	-500	-500	500
Digital Connectivity Infrastructure Programme	2,118	358	-1,760	1,440	-678	-	678
Ely Area Capacity Enhancements	124	-	-124	-	-124	-124	124
Fengate Access Study - Eastern Industries Access - Ph1	155	93	-62	155	-	-	-
Fengate Access Study - Eastern Industries Access - Ph2	1,322	141	-1,181	1,086	-236	-236	236
Fletton Quays Footbridge	465	-	-465	-	-465	-465	465
Hunts Biodiversity for all - Capital	400	-	-400	75	-325	-375	325
Local Highways Maintenance & Pothole	27,695	27,695	-	27,695	-	-	-
Logan's Meadow Nature Reserve	250	-	-250	50	-200	-200	200
King's Dyke	1,700	-	-1,700	1,700	-	-	-
March Junction Improvements	2,114	1,427	-687	2,114	-	-	-
Net Zero Villages Fund	750	-	-750	-	-750	-750	750
Peterborough Green Wheel	250	15	-235	170	-80	-80	80
School Streets	10	-	-10	-	-10	-10	10
Snailwell Loop	150	-	-150	-	-150	-150	150
Soham Station	175	22	-153	22	-153	-153	153
Thorpe Wood Cycle Way	625	-	-625	-	-625	-625	625
Transport Modelling	740	-	-740	575	-165	-165	165
Wisbech Access Strategy	1,573	326	-1,247	1,573	-	-	-
Wisbech Rail	321	11	-310	11	-310	-230	310
ZEBRA capital funding	6,258	-	-6,258	2,994	-3,264	-3,264	3,264
Total Delivery and Strategy	62,959	34,072	-28,887	48,631	-14,327	-10,153	14,329

	Approved Budget £'000	22-23 Actuals £'000	Balance to Spend £'000
<u>Housing</u>			
Affordable Housing Grant Programme	21,934	828	-21,106
Housing Investment Fund - contracted payments	6,456	4,539	-1,917
Total Housing	28,389	5,367	-23,023
	Approved Budget £'000	22-23 Actuals £'000	Balance to Spend £'000
<u>Corporate Services</u>			
ICT Capital Costs	42	-	-42
Office Fit-out costs	200	31	-169
Total Corporate Services	242	31	-211
Total Capital Programme	175,894	73,794	-102,101

Forecast Spend £'000	Forecast Over (Under) spend £'000	Change to Forecast Over (Under) spend £'000	Requested Slippage £'000
5,805	-16,129	-358	16,129
5,361	-1,095	-490	1,095
11,166	-17,224	-848	17,224
Forecast Spend £'000	Forecast Over (Under) spend £'000	Change to Forecast Over (Under) spend £'000	Requested Slippage £'000
42	-	-	-
56	-144	-144	144
98	-144	-144	144
115,089	-60,802	-25,414	55,772

Appendix 3: Capital Programme

	Approved to Spend Budgets				Total approved spend £'000	Subject to Approval budget				Total project budgets £'000
	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000		2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	
<u>Business and Skills</u>										
Advanced Manufacturing	487	-	-	-	487	-	-	-	-	487
Barn4 specialist growing facilities	400	-	-	-	400	-	-	-	-	400
Cambridge Biomedical MO Building	185	-	-	-	185	-	-	-	-	185
Cambridge City Centre	481	-	-	-	481	-	-	-	-	481
College of West Anglia - Net Zero	274	850	876	-	2,000	-	-	-	-	2,000
Expansion of Growth Co Inward Investment	400	-	-	-	400	-	-	-	-	400
FE Cold Spots (capital)	-	-	-	-	-	-	2,400	2,175	-	4,575
Fenland Hi-tech Futures	400	-	-	-	400	-	-	-	-	400
Growth Works Additional Equity Fund	-	2,850	3,325	3,325	9,500	-	-	-	-	9,500
GSE Green Home Grant Capital Programme Ph 2	16,634	-	-	-	16,634	-	-	-	-	16,634
GSE Green Home Grant Capital - LAD 3	29,842	-	-	-	29,842	-	-	-	-	29,842
GSE Green Home Grant Capital - HUG 1	10,824	-	-	-	10,824	-	-	-	-	10,824
IEG Student Space	7	30	260	99	397	-	-	-	-	397
Illumina Accelerator	1,700	-	-	-	1,700	-	-	-	-	1,700
Market Towns: Chatteris	596	-	-	-	596	-	-	-	-	596
Market Towns: Ely	735	-	-	-	735	-	-	-	-	735
Market Towns: Huntingdon	391	-	-	-	391	422	-	-	-	813
Market Towns: Littleport	-	-	-	-	-	1,000	-	-	-	1,000
Market Towns: March	2,068	-	-	-	2,068	-	-	-	-	2,068
Market Towns: Ramsey	1,000	-	-	-	1,000	-	-	-	-	1,000
Market Towns: Soham	894	-	-	-	894	-	-	-	-	894
Market Towns: St Ives	433	-	-	-	433	380	-	-	-	813
Market Towns: St Neots	1,141	1,959	-	-	3,100	-	-	-	-	3,100
Market Towns: Whittlesey	719	-	-	-	719	-	195	-	-	914
Market Towns: Wisbech	746	-	-	-	746	-	-	-	-	746
Market Towns and Villages	-	-	-	-	-	1,250	1,250	-	-	2,500
Ramsey Food Hub	302	709	147	-	1,159	-	-	-	-	1,159
St Neots Masterplan	215	-	-	-	215	-	-	-	-	215
Start Codon (Equity)	1,475	-	-	-	1,475	-	-	-	-	1,475
The Growth Service Company	5,135	3,000	-	-	8,135	-	-	-	-	8,135
Total Business and Skills	77,483	9,399	4,608	3,424	94,914	3,052	3,845	2,175	-	103,986

	Approved to Spend Budgets				Total approved spend	Subject to Approval budget				Total project budgets
	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	2022-23 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	2023-24 £'000
<u>Delivery and Strategy</u>										
A10 Dualling	3,993	-	-	-	3,993	-	-	-	-	3,993
A1260 Nene Parkway Junction 15	7,111	900	-	-	8,011	-	-	-	-	8,011
A1260 Nene Parkway Junction 32/3	711	-	-	-	711	-	5,850	-	-	6,561
A141 & St Ives	1,737	5,715	-	-	7,452	-	-	-	-	7,452
A16 Norwood Dualling	1,427	-	-	-	1,427	-	-	-	-	1,427
A505 Corridor	135	-	-	-	135	-	-	-	-	135
A603 Barton Road	-	-	-	-	-	-	400	-	-	400
Active Travel Funding (Cap)	-	-	-	-	-	830	1,500	1,779	850	4,959
Addenbrookes Roundabout	-	-	-	-	-	-	200	-	-	200
Brook Crossing - Sutton	-	-	-	-	-	-	225	-	-	225
CAM Delivery to OBC	150	-	-	-	150	-	-	-	-	150
Care Homes Reterofit Programme	500	1,500	-	-	2,000	-	-	-	-	2,000
Carlyle Road Crossing	-	-	-	-	-	-	225	-	-	225
Centre for Green Technology	-	-	-	-	-	-	2,500	-	-	2,500
City of Cambridge Culture - Capital	-	-	-	-	-	183	153	30	-	366
County-wide Speed Reduction	-	-	-	-	-	-	800	-	-	800
Digital Connectivity Infrastructure Programme	2,118	1,500	1,500	-	5,118	-	-	-	-	5,118
East Park Street Crossings	-	-	-	-	-	-	260	-	-	260
Ely Area Capacity Enhancements	124	-	-	-	124	-	-	-	-	124
Fengate Study - Eastern Industries Access - Ph 1	155	819	-	-	974	-	10,817	-	-	11,791
Fengate Study - Eastern Industries Access - Ph 2	1,322	448	20	-	1,790	-	-	230	-	2,020
Fletton Quays Footbridge	465	942	2,021	-	3,428	-	-	-	-	3,428
Greater Cambridge Chalk Stream - Capital	-	-	-	-	-	100	100	100	-	300
Hunts Biodiversity for all - Capital	400	400	400	-	1,200	-	-	-	-	1,200
King's Dyke	1,700	-	-	-	1,700	-	-	-	-	1,700
Local Highways Maintenance & Pothole Fund	27,695	27,695	27,695	27,695	110,780	-	-	-	-	110,780
Logan's Meadow Nature Reserve	250	30	-	-	280	-	-	-	-	280
March Junction Improvements	2,114	1,604	-	-	3,718	-	3,969	-	-	7,687
Meanwhile, North East Cambridge - Capital	-	-	-	-	-	-	1,000	-	-	1,000
Nature and Environment Investment Fund	-	250	750	-	1,000	-	-	-	-	1,000

Net Zero Villages Fund	750	250	-	-	1,000	-	-	-	-	1,000
East Park Street Crossings	-	-	-	-	-	-	260	-	-	260
Northstowe P&R Link	-	-	-	-	-	-	500	-	-	500
Peterborough Green Wheel	250	500	-	-	750	-	-	-	-	750
Regeneration of Fenland Railway Stations	-	-	-	-	-	-	267	-	-	267
School Streets	10	-	-	-	10	-	-	-	-	10
Smaller Road Safety Measures	-	-	-	-	-	-	100	-	-	100
Snailwell Loop	150	-	-	-	150	-	350	-	-	500
Soham Station	175	-	-	-	175	-	-	-	-	175
Thorpe Wood Cycle Way	625	-	-	-	625	-	-	-	-	625
Transport Modelling	740	-	-	-	740	1,136	585	215	215	2,891
Waterbeach solar PV vehicles - capital	-	-	-	-	-	2,000	700	-	-	2,700
Wisbech Access Strategy	1,573	-	-	-	1,573	-	-	-	-	1,573
Wisbech Rail	321	-	-	-	321	-	5,000	-	-	5,321
ZEBRA capital funding	6,258	-	-	-	6,258	-	-	-	-	6,258
Total Delivery and Strategy	62,959	42,553	32,386	27,695	165,593	4,249	35,761	2,354	1,065	209,022

	Approved to Spend Budgets				Total approved to spend	Subject to Approval budget				Total project budgets
	2022-23	2023-24	2024-25	2025-26		2022-23	2023-24	2024-25	2025-26	
<u>Housing</u>	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Affordable Housing Grant Programme	21,934	-	-	-	21,934	-	-	-	-	21,934
Housing Investment Fund - contracted payments	6,456	-	-	-	6,456	-	-	-	-	6,456
Total Housing	28,389	-	-	-	28,389	-	-	-	-	28,389

	Approved to Spend Budgets				Total approved to spend	Subject to Approval budget				Total project budgets
	2022-23	2023-24	2024-25	2025-26		2022-23	2023-24	2024-25	2025-26	
<u>Corporate Services</u>	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
ICT Capital costs	42	42	42	42	167	-	-	-	-	167
Office Fit-Out costs	200	-	-	-	200	-	-	-	-	200
Total Corporate Services	242	42	42	42	367	-	-	-	-	367

Total Capital Programme	169,074	51,993	37,036	31,161	289,263	7,301	39,606	4,529	1,065	341,765
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Appendix 4: Detailed Explanations of Material Variances

Operational Revenue Variances >£100k

1. Change Management Reserve		Change in forecast expenditure	£143k
2022-23 Budget	£162k	Forecast expenditure	£305k
<p>The Overspend within the Change Management Reserve account is due to increased legal & audit costs around the investigation and some unexpected redundancy/PILON payments within 22/23.</p> <p>Additionally, due to structure changes there is some unbudgeted senior recruitment costs which have been included within the forecast outturn position.</p>			

2. Improvement Plan		Change in forecast expenditure	-£368k
2022-23 Budget	£750k	Forecast expenditure	£382k
<p>The underspend within the improvement plan programme is due to extension of the programme allowing workstreams to gain a greater understanding of the issues that need resolving prior to procuring a solution. The programme is due to extend beyond March and the proportion of expenses forecast reflects this slippage.</p> <p>Greater scrutiny of the use of the budget has also identified expenditure that was allocated as potential business as usual or corporate use, rather than improvement plan specific and these have been removed from the forecast outturn at this time until further clarity is sought.</p> <p>The programme is due to conclude in June 2023.</p>			

3. Interest Receivable on Investments		Change in forecast expenditure	-£1,712k
2022-23 Budget	-£68k	Forecast expenditure	-£3,503k
<p>Due to the combination of continued high interest rates nationally, and the higher than forecast cash reserves from expenditure on programmes being delayed, the expected income from Treasury Management loans is substantially higher than was previously anticipated.</p> <p>The forecasts for 23-24 are also being revised, and so we will start the year with a significantly higher forecast income than was included in the MTFP in January.</p>			

Workstream Revenue Variances >£250k

4. Adult Education Programme		Change in forecast expenditure and associated income	-£480k																												
2022-23 Budget	£12,752k	Forecast expenditure	£11,317k																												
<p>The table below show the underspend on the various budget lines of the AEB programme.</p> <p>All the variances will be carried forward to next financial year, but AEB Devolution Programme budget that will be put into the reserve.</p> <table border="1"> <thead> <tr> <th>Budget line</th><th>Budget</th><th>FO Spend</th><th>Variance</th></tr> </thead> <tbody> <tr> <td>AEB Devolution Programme</td><td>£10,449k</td><td>£9,917k</td><td>-£532k</td></tr> <tr> <td>AEB Free Courses for Jobs</td><td>£955k</td><td>£507k</td><td>-£448k</td></tr> <tr> <td>AEB Innovation Funds – Revenue</td><td>£629k</td><td>£350k</td><td>-£279k</td></tr> <tr> <td>AEB Programme costs</td><td>£367k</td><td>£367k</td><td>-</td></tr> <tr> <td>AEB Provider Capacity Building</td><td>£156k</td><td>£88k</td><td>-£68k</td></tr> <tr> <td>AEB Strategic Partnership Development</td><td>£196k</td><td>£88k</td><td>-£108k</td></tr> </tbody> </table> <ul style="list-style-type: none"> - <u>AEB devolution programme</u> - the variance accounts for the reimbursement of unused funds from the providers during the academic year 21/22. - <u>Free courses for job</u> - the variance is due to the delay in the commencement of the programme, originally planned for August, then postponed to October. - <u>AEB Innovation Fund – Revenue</u>, <u>AEB Provider Capacity Building</u> and <u>AEB Strategic Partnership Development</u> are subject to delays due to limited staffing resources to fulfil the legal requirements. 				Budget line	Budget	FO Spend	Variance	AEB Devolution Programme	£10,449k	£9,917k	-£532k	AEB Free Courses for Jobs	£955k	£507k	-£448k	AEB Innovation Funds – Revenue	£629k	£350k	-£279k	AEB Programme costs	£367k	£367k	-	AEB Provider Capacity Building	£156k	£88k	-£68k	AEB Strategic Partnership Development	£196k	£88k	-£108k
Budget line	Budget	FO Spend	Variance																												
AEB Devolution Programme	£10,449k	£9,917k	-£532k																												
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AEB Programme costs	£367k	£367k	-																												
AEB Provider Capacity Building	£156k	£88k	-£68k																												
AEB Strategic Partnership Development	£196k	£88k	-£108k																												

5. Growth Co Services		Change in forecast expenditure and associated income	-£3,347k
2022-23 Budget	£5,073k	Forecast expenditure	£1,600k
<p>The variance to budget on the Growth Co Service Revenue programme is due to the lack of spend performance in 2022/23 across the two European funded elements plus a £1m matched revenue grants budget of the Growth Works programme – these being £2m ERDF and £1m recycled LGF revenue grants for the Growth Coaching service line and the ESF funded Growth Works with Skills' dedicated services provided by the Growth Works contractor and its sub-contracted partners.</p> <p>The ERDF grants component successfully secured a Project Change Request in January 23 to change the criteria and scope of the grants for business beneficiaries – this meaning larger grant amounts and more</p>			

activities in scope for the revenue grants and a portion of the funds allowed to be used for small capital items which still fit ERDF definition under revenue.

The £1m recycled LGF grants was planned to be utilised and defrayed at same time as the ERDF grants for providing grants for same purpose as ERDF but for businesses that didn't qualify for ERDF element – these grants to contribute towards support coaches for business growth plans. It has been decided during the 2022/23 year to hold delivery of this component of funding until all ERDF defrayed first by 30 June, then utilise this remaining £1m between 1 July and 31 December 2023 to ensure grants available right to end of the programme period.

The £280k ESF underspend is mainly down to the Starhub online portal not being charged within the programme costs to date and a Contract change Notice is being signed to ensure that the costs associated with the portal are charged back through the programme.

The Growth Works programme is ending in December 2023 but the ERDF defrayal as grants must be by end of 30 June 2023 and the ESF is until December 2023. The recycled LGF revenue grants planned to be defrayed between July and December. All European funding is claimed back from DLUHC and DWP in arrears by CPCA once all defrayal evidence approved. The underspend will be available in next financial year to award or provide support to the beneficiary companies and to fulfil the programme's remaining service target on jobs and apprenticeships.

The ERDF and ESF funded parts of the Growth Works programme will have Summative Assessments completed as those funded streams close to show the impact the funding has made in our area through the delivery of these programmes.

A review of the programme from an independent advisor will be completed by the end of June and it will be informing decision on what next iteration of business support might look like and the learning to take into any delivery process going forward.

6. GSE Energy Hub		Change in forecast expenditure	-£1,153k
2022-23 Budget	£2,186k	Forecast expenditure	£1,034k
<p>The core Energy Hub programme is currently forecasting an underspend of £1,153K which will now be reprofiled into future years to reflect the funding period to the 30th of September 2023.</p> <p>Project funding was received late, and work/activities will not be completed by 31st March 2023, so work is underway to do prepare a detailed reprofiling of the core budget into 2023/24 and 2024/25 financial year in line with the new MOU profile. £1,015K is committed, £843K relates to ringfenced</p>			

strategic projects, 172K approved technical consultancy support funds. The forecast outturn total does not currently include defrayal of funding for Net Zero Go development, agreement on Intelligent Property Rights is awaiting a decision from ESNZ, this cost may be incurred in this financial year.

There is underspend in the profiled staff salaries as positions were not filled in the last recruitment campaign. A new recruitment process is due to launch in April.

7. GSE LAD3 and HUG 1 revenue		Change in forecast expenditure	-£3,860k
2022-23 Budget	£8,374k	Forecast expenditure	£4,726k
See explanation items 16 & 17 in capital variances.			

8. GSE Net Zero Investment design		Change in forecast expenditure	-£627k
2022-23 Budget	£1,500k	Forecast expenditure	£873k
<p>The Net Zero Investment Design programme has a budget of £1,500K with £873k spend to date which is spent on third party grant claims.</p> <p>The programme is forecasting an underspend of £627k as work will not be completed this year, but it will reprofiled into next financial year.</p> <p>The underspend is due to project delivery delays and a requested extension to the funding period. This has been issued as a deed of variation to the grant funding agreement. The project delays include postponed investor events in Glasgow & Birmingham (during national period of mourning). The Glasgow event was rescheduled but it was not possible to reschedule Birmingham.</p> <p>The project is expected to complete all deliverables by the end of March 2023, however the defrayal of funds to parties is anticipated in April/May 2023.</p>			

9. GSE Public Sector Decarbonisation		Change in forecast expenditure	-£950k
2022-23 Budget	£1,150k	Forecast expenditure	£200k
<p>Public Sector Decarbonisation programme has a budget of £1,150K with £200k spend to date on Licencing fees and 3rd party contract payment. The Public Sector Decarbonisation programme is forecasting an underspend of £950k due to the issues recruiting and appointing suitable candidates for the technical support roles. Spend will be reprofiled into the new financial year.</p>			

The Net Zero Hub team have been providing the support to public sector organisations and consultants have been procured to provide interim resource until positions are filled.

10. GSE Rural Communities Energy Fund (RCEF)		Change in forecast expenditure	-£554k
2022-23 Budget	£1,974k	Forecast expenditure	£1,421k
<p>The RCEF programme grants is budgeted at £1,974K and £1,241K has been spent to date on staffing recharges and consultancy fees, and third part grant claims.</p> <p>The RCEF programme budget is ring-fenced and its forecasted spend this financial year is £1,421K with the balance of £554k as the forecasted underspend to be transferred to the new financial year.</p> <p>Funded feasibility and development projects are pending completion, projects may be extended on a case-by-case basis, the project closure is 30th September 2023.</p>			

11. Health and Care Sector Work Academy		Change in forecast expenditure and associated income	-£1,563k
2022-23 Budget	£2,467k	Forecast expenditure	£904k
<p>The Health and Care Sector Work Academy programme is expected to end the year £1,563k below budget. Following an extension approved by DWP, the remaining forecast expenditure to the end of project is £577k for delivery of courses in April and May and the post programme evaluation.</p> <p>The underspend can, in part, be attributed to the slow start of the programme by sub-contractors that in earnest only started in Autumn 2022.</p> <p>To mitigate further under performance of the programme, the following initiatives have been undertaken during the year:</p> <ul style="list-style-type: none"> a) reduced subcontractor contracts to a more realistic delivery number. b) identified four further potential subcontractors who we are currently in negotiation with the Combined Authority. c) planned a provider workshop to assist in removing barriers to recruitment and to support their delivery. d) developed further marketing to ensure greater accessibility. e) at least weekly subcontractor meetings to maximise performance. 			

f) providing subcontractors with referrals received through the Academy's social media account.

Job Centre Plus were to be one of the primary referrers into the programme however over the past year referrals from this source have reduced to single figures every month. This issue has been escalated to DWP.

The forecast also included the assumption that learners would take up the offer of bursary (Travel and Childcare) and Maths/English wrap-around-support based on the monetary value in the original business case however there has been minimal demand for these and therefore contributes a large value of the underspend.

12. Skill Bootcamp Wave 3		Change in forecast expenditure	-£1,749k
2022-23 Budget	£3,914k	Forecast expenditure	£176k
<p>The underspend on the Skills Bootcamp Wave 3 programme is due to slower than anticipated uptake from Training providers, employers, and learner recruitment in The Combined Authority area. Additionally, some Skills Bootcamp courses have experienced a high learner drop-off rate, resulting in providers not being able to claim passed the milestone 1 payment. Milestone 1 is 45% of the total cost per learner.</p> <p>The Combined Authority contracted with 11 Training Providers to deliver under the Wave 3 Skills Bootcamp funding. There has been an increased effort in raising the awareness of the funding opportunities to individuals and businesses, for example, The Combined Authority has attended events organised by JCP such as jobs fairs, and Apprenticeship fairs organised through Growth Works with Skills. Additionally, our marketing and comms team has coordinated B2B campaigns, and Training Providers have increased marketing efforts to include local radio campaigns, postal maildrops to postcodes in The Combined Authority area and social media campaigns. However, the number of learners now expected for this financial year is 520, compared with the original learner target of 1,780, with final course start dates taking place across the month of March 2023.</p> <p>It is important to note, Training Providers are able to claim Wave 3 milestone 2 and 3 payments during the 2023-24 Financial Year as learners can now complete courses up until 31st July 2023 following an update to the Skills Bootcamp funding rules whereby originally learners must complete course provision by the 31st March 2023. Milestone 2 and 3 accounts for 55% of the total cost per learner. Milestone 2 and 3 payments are linked to evidence of learner course completions, offers of interviews and positive job outcomes.</p>			

Capital Variances >£500k

13. Cambridge City Centre		Change in forecast expenditure	£695k
2022-23 Budget	£695k	Forecast Expenditure	£695k
<p>The change in forecast is due to an error in the previous period's reporting in which the outturn was incorrectly reduced to zero – the project is due to spend to budget this year and this re-instates that forecast.</p>			

14. Market towns - Huntingdon		Change in forecast expenditure	-£560k
2022-23 Budget	£391k	Forecast expenditure	£391k
<p>The Market Town – Huntingdon programme is now expected to meet the budget for this financial year, following a temporary increase due to the reallocation of funds from other projects now successfully completed under budget.</p>			

15. Net Zero Hub LAD 2 capital		Change in forecast expenditure	£632k
2022-23 Budget	£16,634k	Forecast expenditure	£15,933k
<p>The spend was increased due to match the final figures when compiling the project spend.</p> <p>The extension to the closedown period allowed for extra cost to be captured and included in the total spend of the project. Also, queries that was been disputed by managing agent and was initially thought will not be included in the spend is now evidenced and permitted to be paid for. Also, any miscoding's to other cost centres were reviewed and correct to be included in the total spend figure.</p> <p>The project has now closed, with final accounts submitted to the funding Department so no further spend anticipated.</p>			

16. Net Zero Hub LAD 3 capital		Change in forecast expenditure	-£6,852k
2022-23 Budget	£33,676k	Forecast expenditure	£22,935k
<p>The LAD 3 programme has been extended nationally till end of Sept 2023, with this extension agreed it is expected that the entirety of the £33.7m budget can be delivered. However, £6.9m has been reprofiled into next financial year in-line with the revised delivery plan agreed with BEIS.</p>			

17. Net Zero Hub HUG 1 capital		Change in forecast expenditure	-£4,234k
2022-23 Budget	£13,721k	Forecast expenditure	£6,590k
<p>A national extension to the HUG 1 scheme has been agreed by BEIS, following this a revised project profile has been established. There is a remaining forecast underspend of c. £5m on the programme which will be returned to BEIS and the balance will be slipped into 23-24 to deliver during the programme extension.</p>			

18. The Growth Service Company		Change in forecast expenditure	-£3,641k
2022-23 Approved Budget	£5,135k	Forecast expenditure	£1,494k
<p>The variance to budget on the Growth Service Capital programme is largely due to the delay in the Equity Investment programme which was paused for considerable time due to sub-contractor reassignment for contractual delivery and has been restarted this year following a false start in 2021 and that, to date has invested only £0.5m of the £5m dedicated to this service. This workstream is now in full delivery mode and has strong pipeline of investment opportunities with company beneficiaries which should see the remaining balance of funds deployed by end of Growth Works contract on 31 December 2023.</p> <p>The Capital Grant Funds workstream programme also had a slow start during 2021/22 and whilst rate of defrayal of awarded grants during 2022/23 has increased there is still a forecast underspend, but thanks to the criteria changes of the typology of the grants and amount available for individual grant, this has now found its momentum and it is expected to build on the end of this year increase in the following one.</p> <p>The Growth Works programme is a 3 year contract ending 31 December 2023 and the underspend will be available in next financial year on strong pipeline of business applicants to fulfil the programme's final target. The funding should still be made available to those growth businesses and beneficiaries qualifying in the programme for support to deliver the Jobs and Apprenticeships outcomes for the programme.</p> <p>A review of the programme from an independent advisor will be completed by the end of June 2023 and this review report will be informing the next iteration of any future business support programme and associated learning from the processes going forward.</p>			

19. A10 Dualling/Improvements		Change in forecast expenditure	-£928k
2022-23 Budget	£3,993k	Forecast expenditure	£798k

There have been delays setting up delivery partner arrangements and the grant funding agreement (GFA) with CCC

The GFA has now been signed, but the delay has resulted in the need to slip the funding into future years.

20. A1260 Nene Parkway Junction 15		Change in forecast expenditure	-£538k
2022-23 Budget	£7,111k	Forecast expenditure	£6,573k
<p>Works on the A47 have delayed the construction phase of this project. Initially construction was due to be completed in February 2023 but has now been pushed back into 2023/24.</p>			

21. A141 and St Ives		Change in forecast expenditure	-£975k
2022-23 Budget	£1,737k	Forecast expenditure	£762k
<p>The time required to initiate the project following Board approval was underestimated, particularly getting the grant funding agreement in place.</p> <p>This delay pushed back the start of the project; however, the project has now commenced and the current phase will be completed in 23-24.</p>			

22. Care Homes Retrofit Programme		Change in forecast expenditure	-£500k
2022-23 Budget	£500k	Forecast expenditure	£0k
<p>Significant additional consultation has been undertaken with the sector to ensure the programme will be fit for purpose and the time take for this, along with difficulties in the recruitment to the Project Manager post delayed the start of this project.</p> <p>Currently care homes are responding via an Expression of Interest phase and, subject to due process on grant applications, the capital spend will commence in 2023/24. Capital spend profile will be dependent on the timescale for care homes contracting of works / any necessary permissions. As grant applications are received a revised spend profile and risk assessment will be developed.</p>			

23. Net Zero Villages Fund		Change in forecast expenditure	-£750k
2022-23 Budget	£750k	Forecast expenditure	£0k
<p>The Net Zero villages programme is a capital grant programme. The business case did not include revenue support. It is therefore to be administered within existing staffing. Due to vacancies in the Delivery and Strategy Directorate to late autumn 2022 there was insufficient capacity available to launch and administer the scheme. That capacity gap has now been addressed by the recruitment to the Climate Change Projects Officer post in November. Having successfully initiated the Care Homes retrofit programme the Projects Officer is tasked with launching the Net Zero programme for delivery in FY 23/24 (after the pre-election period).</p>			

24. Thorpe Wood Cycle Way		Change in forecast expenditure	-£625k
2022-23 Budget	£625k	Forecast expenditure	£0k
<p>Active Travel England required a design review which led to delays- now the review is complete, detailed design will commence from April 2023.</p>			

25. ZEBRA capital		Change in forecast expenditure	-£3,624k
2022-23 Budget	£6,258k	Forecast expenditure	£2,994k
<p>The delivery of the Zero Emission Busses was delayed by 5 months after the manufacturer discovered a serious safety fault. The fault has now been rectified and the busses are on their way to Ely. Once received driver training will commence and they will be ready for launch in early May.</p>			



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Agenda Item No: 3.2

Treasury Management Strategies 2023/24

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	22 March 2023
Public report:	Yes
Lead Member:	Mayor Dr Nik Johnson
From:	Jon Alsop, Chief Finance Officer
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 following financial strategies:<ul style="list-style-type: none">i) The Capital Strategy 2023-24ii) The Investment Strategy 2023-24iii) The Treasury Management Strategy 2023-24b) Approve the Minimum Revenue Provision statement for 2023-24
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 The purpose of the report is for the Combined Authority Board to review and approve the proposed Financial Strategies and Minimum Revenue Provision statement for 2023/24.

2. Background

- 2.1 Under the Combined Authority's Constitution the Combined Authority Board is responsible for the adoption of, and any amendments to, the Financial Strategies.
- 2.2 According to its Terms of Reference, the Audit and Governance Committee shall "ensure there is effective scrutiny of the treasury management strategy and policies in accordance with CIPFA's Code of Practice".
- 2.3 The Audit and Governance Committee have reviewed the revised strategies for 2023-24 at their December meeting ([02 December Audit and Governance Committee item 7](#)). Since then the strategies have been updated to bring them in line with the final approved version of the MTFP and an additional chart has been included in the Treasury Management Strategy at the suggestion of Arlingclose, our treasury management advisors.
- 2.4 The following strategies have been updated for 2023-24 and are attached as Appendix 1.
- (a) **Capital Strategy:** To provide a high-level overview for elected members to understand how stewardship, value for money, prudence, sustainability and affordability will be secured.
- (b) **Treasury Management Strategy:** Being the management of the Authority's cash flows, borrowing and investments and the associated risks.
- (c) **Investment Strategy:** To meet the requirements of statutory guidance in which the Authority would support local public services by lending to or buying shares in other organisations, or to earn investment income.
- (d) **Minimum Revenue Provision Statement:** A DLUCH requirement to approve an MRP Statement each year to ensure that capital expenditure is financed over a reasonable period
- 2.5 The Board is asked to review the suite of strategies for adoption from the 1st April 2023.

Significant Implications

3. Financial Implications

- 3.1 None other than those highlighted in the main body of the report.

4. Legal Implications

- 4.1 Treasury Management activities have to conform to the Local Government Act 2003, the Local Authorities (Capital; Finance and Accounting) (England) Regulations 2003 (SI

2003/3146), which specifies that the Council is required to have regard to the CIPFA ^{Item 3.2} Prudential Code and the CIPFA Treasury Management Code of Practice and also the Local Authorities (Capital Finance and Accounting) (England) (Amendment) Regulations 2008 (SI 2008/414), which clarifies the requirements of the Minimum Revenue Provision guidance.

5. Public Health Implications

- 5.1 The adoption of the revised strategies will have a neutral direct effect on Public Health.

6. Environmental and Climate Change Implications

- 6.1 The Treasury Management Strategy contains a commitment to consider environmental, social and governance (ESG) issues when investing. There is one appropriate fund with verified ESG credentials on the market at time of drafting, and the application process has been started.

7. Other Significant Implications

- 7.1 None

8. Appendices

- 8.1 Appendix 1 – Cambridgeshire and Peterborough Combined Authority Draft Strategies 2023-24
- 8.2 Appendix 2 - Cambridgeshire and Peterborough Combined Authority Draft Strategies 2023-24 (with track changes)

9. Background Papers

- 9.1 [Cambridgeshire and Peterborough Combined Authority Capital Strategy 2022/23](#)
- 9.2 [Cambridgeshire and Peterborough Combined Authority Investment Strategy 2022-23](#)
- 9.3 [Cambridgeshire and Peterborough Combined Authority Treasury Management Strategy 2022-23](#)

Cambridgeshire and Peterborough Combined Authority

Capital Strategy Report 2023/24

Introduction

This capital strategy report gives a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of local public services along with an overview of how associated risk is managed and the implications for future financial sustainability. It has been written in an accessible style to enhance members' understanding of these sometimes technical areas.

Decisions made this year on capital and treasury management will have financial consequences for the Authority for many years into the future. They are therefore subject to both a national regulatory framework and to a local policy framework, summarised in this report.

Capital Expenditure and Financing

Capital expenditure is where an Authority spends money on assets, such as property, shares in companies or vehicles, that will be used for more than one year. In local government this includes spending on assets owned by other bodies, and loans and grants to other bodies enabling them to buy assets.

In 2023/24, the Authority is planning capital expenditure of £101.59m as summarised below.

Table 1: Prudential Indicator: Estimates of Capital Expenditure in £ millions

	2021/22 actual	2022/23 forecast	2023/24 budget	2024/25 budget
Capital investments	117.07	125.43	101.59	48.95
TOTAL	117.07	125.43	101.59	48.95

The figures for 2022/23, 2023/24 and 2024/25 are taken from the Approved Capital Expenditure Programme as set out and described in the Medium Term Financial Plan approved by the Combined Authority Board at its January meeting.

Governance:

The Combined Authority's Assurance Framework sets out:

(a) How the seven principles of public life shape the culture within the Combined Authority in undertaking its roles and responsibilities in relation to the use and administration of the Cambridgeshire and Peterborough Investment, incorporating the Single Pot funding. This culture is developed and underpinned by processes, practices and procedures.

(b) Alongside the Combined Authority's constitution, sets out the respective roles and responsibilities of the Combined Authority, the Business Board (the Local Enterprise Partnership) and statutory officers.

(c) The key processes for ensuring accountability, including public engagement, probity, transparency, legal compliance and value for money.

(d) How potential investments to be funded through the Cambridgeshire and Peterborough Medium Term Financial Plan, incorporating the Single Pot, will be appraised, prioritised, approved, signed off and delivered.

(e) The processes for oversight of projects, programmes and portfolios and how the progress and impacts of these investments will be monitored and evaluated.

All capital expenditure must be financed, either from external sources (government grants and other contributions), the Authority's own resources (revenue, reserves and capital receipts) or debt (borrowing, leasing and Private Finance Initiative). The planned financing of the above expenditure is as follows:

Table 2: Capital financing in £ millions

	2021/22 actual	2022/23 forecast	2023/24 budget	2024/25 budget
Grant Funding	102.14	101.17	88.92	44.68
Usable Capital Receipts	14.93	24.26	12.67	4.27
Debt	0	0	0	0
TOTAL	117.07	124.43	101.59	48.95

Debt is only a temporary source of finance, since loans and leases must be repaid, and this is therefore replaced over time by other financing, usually from revenue which is known as minimum revenue provision (MRP). Alternatively, proceeds from selling capital assets (known as capital receipts) may be used to replace debt finance.

The Combined Authority currently does not have any debt, but has the ability to borrow to facilitate delivery should it be needed. While there are no current projects within the MTFP which fund delivery via borrowing, the role of the Combined Authority in the sustainability and Public Transport agendas is still in development and debt may form part of this role. The Combined Authority has no allowance built into its MTFP to service debt, it is anticipated that any future borrowing would have to be supported by future receipts from the project delivery it funded.

The Authority's cumulative outstanding amount of debt finance is measured by the capital financing requirement (CFR). This increases with new debt-financed capital expenditure and reduces with MRP and capital receipts used to replace debt. The Authority currently has no debt and therefore no CFR.

The Authority expects that its capital financing requirement will be nil on 31st March 2023 and in line with the DLUHC Guidance expects to charge no MRP in 2023/24.

For capital expenditure loans to third parties that are repaid in annual or more frequent instalments of principal, the Authority will make nil MRP, but will instead apply the capital receipts arising from principal repayments to reduce the capital financing requirement instead.

Where loans are made from grant funds, there will be no Capital Finance Requirement and therefore no MRP. Where loans are debt funded, where creditworthiness of the borrower decreases or the asset value drops below the loan value, MRP will be charged on the shortfall.

Asset disposals: When a capital asset is no longer needed, it may be sold so that the proceeds, known as capital receipts, can be spent on new assets or to repay debt. Repayments of capital grants, loans and investments also generate capital receipts.

Treasury Management

Treasury management is concerned with keeping sufficient, but not excessive, cash available to meet the Authority's spending needs, while managing the risks involved. Surplus cash is invested until required, while a shortage of cash will be met by borrowing, to avoid excessive credit balances or overdrafts in the bank current account. The Authority is typically cash rich in the short-term as grant income is received before it is spent.

As at 31 January 2023, the Authority had no borrowing and £195.3m treasury investments at an average rate of 2.93%

Borrowing strategy: The Authority's main objectives when borrowing would be to achieve a low but certain cost of finance while retaining flexibility should plans change in future. These objectives are often conflicting, and the Authority would therefore seek to strike a balance between cheap short-term loans and long-term fixed rate loans where the future cost is known but higher.

The Authority does not borrow to invest for the primary purpose of financial return and therefore retains full access to the Public Works Loans Board.

Projected levels of the Authority's total outstanding debt (which comprises borrowing and leases) are shown below, compared with the capital financing requirement (see above).

Table 3: Prudential Indicator: Gross Debt and the Capital Financing Requirement in £ millions

	31.3.2022 actual	31.3.2023 forecast	31.3.2024 budget	31.3.2025 budget
Debt (incl. PFI & leases)	0	0	0	0
Capital Financing Requirement	0	0	0	0

Statutory guidance is that debt should remain below the capital financing requirement, except in the short-term. The Authority expects to comply with this in the medium term.

Liability benchmark: To compare the Authority's actual borrowing against an alternative strategy, a liability benchmark is calculated showing the lowest risk level of borrowing. This is a requirement of the Treasury Management Code. Given that there are no current plans to borrow, this calculation shows an asset benchmark for comparing against investment levels, but will be kept under review.

Table 4: Borrowing and the Liability Benchmark in £ millions

	31.3.2022 actual	31.3.2023 forecast	31.3.2024 budget	31.3.2025 budget
Outstanding borrowing	0	0	0	0
Liability (Asset) benchmark	(298.3)	(125.6)	(54.6)	(33.8)

Affordable borrowing limit: The Authority is legally obliged to set an affordable borrowing limit (also termed the authorised limit for external debt) each year and to keep it under review. In line with statutory guidance, a lower "operational boundary" is also set as a warning level should debt approach the limit.

Table 5: Prudential Indicators: Authorised limit and operational boundary for external debt in £m

	2022/23 limit	2023/24 limit	2024/25 limit
Authorised limit - total external debt	84.61	84.61	84.61
Operational boundary - total external debt	74.61	74.61	74.61

Treasury investment strategy: Treasury investments arise from receiving cash before it is paid out again. Investments made for service reasons or for pure financial gain are not generally considered to be part of treasury management.

The Authority's policy on treasury investments is to prioritise security and liquidity over yield, that is to focus on minimising risk rather than maximising returns. Cash that is likely to be spent in the near term is invested securely, for example with the government, other local authorities or selected high-quality banks, to minimise the risk of loss. Money that will be held for longer terms can be invested more widely, including in bonds, shares and property, to balance the risk of loss against the risk of receiving returns below inflation. Both near-term and longer-term investments may be held in pooled funds, where an external fund manager makes decisions on which particular investments to buy and the Authority may request its money back at short notice.

Risk management: The effective management and control of risk are prime objectives of the Authority's treasury management activities. The treasury management strategy therefore sets out various indicators and limits to constrain the risk of unexpected losses and details the extent to which financial derivatives may be used to manage treasury risks.

Governance: Decisions on treasury management investment and borrowing are made daily and are therefore delegated to the Chief Finance Officer and staff, who must act in line with the treasury management strategy approved by the Board. Regular reports on treasury management activity are presented to the Audit and Governance Committee who are responsible for ensuring effective scrutiny of the treasury management strategy and policies in accordance with CIPFA's Code of Practice.

Investments for Service Purposes

The Authority makes investments to assist local public services, including making loans to and buying shares in local service providers, local small businesses to promote economic growth and the Authority's subsidiaries that provide services. In light of the public service objective, the Authority is willing to take more risk than with treasury investments, however it still plans for service loans to at least break even after all costs.

The Combined Authority will assume no future financial returns on any equity investments within its Medium-Term Financial Plan (MTFP). This is, financially, the worst-case scenario with equity investments; by not assuming any future returns the Combined Authority is exposed to only up-side risk and the future financial stability of the organisation is not reliant on the performance of the investments i.e. there is no risk that the Combined Authority will be unable to proceed with its plans due to poorer than anticipated financial performance of the companies.

Governance: Decisions on service investments are made by the relevant service manager in consultation with the Chief Finance Officer and must meet the criteria and limits laid down in the investment strategy. Most loans and shares are capital expenditure and purchases and will therefore also be approved as part of the capital programme. The Chief Officer for the relevant service is responsible for ensuring that adequate due diligence is carried out before investment is made.

Commercial Activities

The Combined Authority currently does not hold any commercial investments.

Liabilities

The Authority is committed to making future payments to cover its pension fund deficit (valued at £3.87m). There are currently no commitments to make future payments in relation to debt or other major liabilities. There is currently no requirement to cover risks of other provisions, financial guarantees or major contingent liabilities.

Governance: Decisions on incurring new discretionary liabilities are taken by Directors in consultation with the Chief Finance Officer. The risk of liabilities crystallising and requiring payment is monitored by the Finance team and reported to the Audit and Governance committee. New liabilities/loans are reported to the Board for approval/notification as appropriate.

Revenue Budget Implications

Although capital expenditure is not charged directly to the revenue budget, interest payable on loans and MRP are charged to revenue. The net annual charge is known as financing costs; this is compared to the net revenue stream i.e. the amount funded from general government grants. There are no current plans to borrow, and therefore no budget financing costs.

Table 6: Prudential Indicator: Proportion of financing costs to net revenue stream

	2021/22 actual	2022/23 forecast	2023/24 budget	2024/25 budget
Financing costs (£m)	0	0	0	0
Proportion of net revenue stream	0%	0%	0%	0%

Sustainability: Due to the very long-term nature of capital expenditure and financing, the revenue budget implications of expenditure incurred in the next few years will extend into the future. The Chief Finance Officer is satisfied that the proposed capital programme is prudent, affordable and sustainable as demonstrated in the Medium-Term Financial Plan.

Knowledge and Skills

The Authority employs professionally qualified and experienced staff in senior positions with responsibility for making capital expenditure, borrowing and investment decisions. For example, the Chief Finance Officer is a qualified accountant with over 25 years post qualification experience. The Authority pays for staff to study towards relevant professional qualifications and for all qualified staff to keep up to date with relevant 'continuing professional development'.

Where Authority staff do not have the knowledge and skills required, use is made of external advisers and consultants that are specialists in their field. The Authority currently employs Arlingclose Limited as treasury management advisers. This approach is more cost effective than employing such staff directly and ensures that the Authority has access to knowledge and skills commensurate with its risk appetite.

Cambridgeshire and Peterborough Combined Authority

Investment Strategy Report 2023/24

Introduction

The Authority may invest its money for three broad purposes:

- because it has surplus cash as a result of its day-to-day activities, for example when income is received in advance of expenditure (known as **treasury management investments**),
- to support local public services, skills or economic growth by lending to or buying shares in other organisations (**service investments**), and
- to earn investment income (known as **commercial investments** where this is the main purpose).

This investment strategy meets the requirements of statutory guidance issued by the government in January 2018 and focuses on the second and third of these categories.

Treasury Management Investments

The Authority typically receives its income in cash (e.g. from grants before it pays for its expenditure in cash (e.g. through payroll, invoices and grants). It also holds reserves for future expenditure. These activities, plus the timing of borrowing decisions, lead to a cash surplus which is invested in accordance with guidance from the Chartered Institute of Public Finance and Accountancy. The balance of treasury management investments is expected to fluctuate between £55m and £126m during the 2023/24 financial year.

Contribution: The contribution that these investments make to the objectives of the Authority is to support effective treasury management activities.

Further details: Full details of the Authority's policies and its plan for 2023/24 for treasury management investments are covered in a separate document, the treasury management strategy.

Service Investments: Loans

Contribution: The Council lends money to its subsidiaries and local businesses to support local public services, to support the provision of affordable housing and to stimulate local economic growth and skills development.

Revolving Housing Fund

In September 2018, the Combined Authority Board approved the creation of a £40m revolving fund from the £100m fund receivable from central government to bring forward 2,000 affordable homes by March 2022. No new loans are being made from the fund as the returned funds are now being used to fund affordable housing grants. Of the five loans made under the scheme three have been fully repaid and the other two are due to be repaid by the end of May 2023.

Recycled Growth Fund Loans

The Combined Authority offers capital loans to local companies, and other Local Authorities, on the advice of the Business Board, where the projects are considered to achieve value for money and fit

with the strategic direction set out in the Local Industrial Strategy. As the majority of Growth Funds was awarded prior to March 2022 the extent of new loans that will be available in 2023-24 is likely to be quite small.

Security of Service Loans

The main risk when making service loans is that the borrower will be unable to repay the principal lent and/or the interest due. In order to limit this risk, and ensure that total exposure to service loans remains proportionate to the size of the Authority, upper limits on the outstanding loans to each category of borrower have been set as follows:

Table 1: Loans for service purposes in £ millions

Category of borrower	31.3.2022 actual			2023/24
	Balance owing	Loss allowance	Net figure in accounts	Approved Limit
Subsidiaries	0.000	0.000	0.000	10.000
Local businesses	41.656	0.344	41.312	20.000
TOTAL	41.656	0.344	41.312	30.000

Accounting standards require the Authority to set aside loss allowance for loans, reflecting the likelihood of non-payment. The figures for loans in the Authority's statement of accounts are shown net of this loss allowance. However, the Authority makes every reasonable effort to collect the full sum lent and has appropriate credit control arrangements in place to recover overdue repayments.

Risk assessment: The Authority would assess the risk of loss before entering into and whilst holding service loans. All future loans would be subject to the following risk assessment and mitigating actions:

- 1) An appropriate level of due diligence, to include the use of external advisors where appropriate.
- 2) An appropriate loan period and timing of repayments
- 3) The calculation of an interest rate that would represent 'value for money', be of 'no detriment' to the Combined Authority, and to minimise the risk of Subsidy Control challenge
- 4) Approval being subject to a business case, due diligence, and loan agreement to the satisfaction of the Chief Executive, Monitoring Officer and Chief Finance Officer.
- 5) The business case would be reviewed to include focus on:
 - a. Impact of existing loans and charges on assets
 - b. Accuracy and reasonableness of Cashflow and profit forecasts
 - c. Ambition of future sales targets and income to repay loan
 - d. Provisions/allowances for contingency, inflation
 - e. Review of credit worthiness of business and collateralisation of loan
- 6) For housing development loans, first legal charge over land and assets
- 7) Regular review and valuation of the assets
- 8) Drawdown subject to a gateway process
- 9) Consideration of options of parent company guarantees
- 10) Consideration of obligations of S106 agreements

All loans are subject to approval by the Combined Authority Board.

Service Investments: Shares

The Combined Authority invests in the shares primarily for the delivery of service outcomes rather than for financial return. It invests in equities of both subsidiaries and local businesses to support local public services and stimulate local economic growth. These investments are an intrinsic part of the delivery of the Combined Authority's programmes they are subject to the Combined Authority's Monitoring and Evaluation framework ([published here](#)) which has been reviewed by the Department for Business, Energy and Industrial Strategy including quarterly reporting on the service outcomes being delivered. As such this strategy only refers to monitoring of the company from a financial investor's perspective beyond what is done in line with the Monitoring and Evaluation framework. The Combined Authority has approved a number of material service equity investments as part of the University of Peterborough and Business and Skills agendas summarised below however, in consideration of the relative risk of equity investments over grants and loan funding, there are two overarching principals which the Combined Authority follows with all it's equity investments to ensure that it does not expose itself to undue financial risk:

- 1) The Combined Authority will only invest in limited companies – this limits the liability that the Combined Authority faces to the equity invested in the company, ensuring that the wider Combined Authority finances are insulated from movement in the values of the companies.
- 2) The Combined Authority will assume no future financial returns on any equity investments within its Medium-Term Financial Plan (MTFP). This is, financially, the worst-case scenario with equity investments; by not assuming any future returns the Combined Authority is exposed to only up-side risk and the future financial stability of the organisation is not reliant on the performance of the investments i.e. there is no risk that the Combined Authority will be unable to proceed with it's plans due to poorer than anticipated financial performance of the companies.

All existing material equity investments have been made following a recommendation of the Business Board as all involve an element of Local Growth Fund investment. As such all equity investments will have followed the robust due diligence and scoring process which all potential investments must complete prior to being considered by the Business Board – this involves an independent external evaluation of the applicant's business case, financial statements, credit searches, management capability and experience, project key risks, and strategic fit. This results in a report on these areas, a score, and recommendations on what controls and risk mitigations should be put in place if the investment is entered into.

Alongside this, for investments of £500k or more, the applicant will also be required to present their proposal to an Entrepreneurs' Assessment Panel (EAP) made up of Members of the Business Board and external experts in the field who also score the projects.

The Business Board, who's voting membership is made up of experienced CEOs, will then consider the application, appraiser's report and EAP scoring and they can request further information, recommend investments to the Combined Authority for ratification, or reject the project.

The equity investments fall into three groups, in this strategy referred to as: subsidiaries, silent partner service investments, and other equity investments.

Subsidiaries

Equity holdings in this group are in companies in which the Combined Authority has an active role in day-to-day management of the company. It is either a major, or sole, shareholder and appoints Directors to the company's boards as well as providing support services to the company across a range of areas including payroll, bank administration, management and legal support. These are the most closely monitored investments as Combined Authority staff actively manage and run the companies including production of monthly management updates and reports.

Peterborough HE Property Company Ltd - University of Peterborough Phases 1 & 3

Equity investment into a Joint Venture along with Peterborough City Council (PCC) and Anglia Ruskin University (ARU) with a total Combined Authority investment of £27m against a £22m investment from PCC mostly funded from the Levelling Up Fund and an £8m share from ARU. This company will deliver two teaching buildings, which will form the basis for the Anglia Ruskin University – Peterborough. ARU-Peterborough opened its doors to students in September 2022 and is delivering accredited university courses.

Peterborough R&D Property Company Ltd – University of Peterborough Phase 2

Equity investment into a Joint Venture to deliver a Research and Development centre on the University of Peterborough Campus, primarily funded by the Getting Building Fund grant provided specifically for the purpose from the Department of Levelling Up, Housing and Communities. This company is constructing a 3-story building within the overall Peterborough University Quarter site with the intention to lease space to companies working on research and development with an anchor tenant occupying one of the 3 floors.

Cambridgeshire and Peterborough Business Growth Company Limited

This company was set up, with £5.4m of Local Growth Fund as equity, extended to £5.8m following the Combined Authority's decision to expand the inward investment service, as a pilot to deliver support to local businesses and improve the skills offering in the Combined Authority area over 3 years, with a planned winding down in December 2023.

Via subcontracting with a consortia it delivers services on behalf of the Combined Authority including growth coaching for businesses, inward investment, and skills capacity building. The Combined Authority's equity investment is supported with other income streams including the Growth Hub grant, Community Renewal Funds (Start & Grow and Turning Point), EU funding, and the Careers and Enterprise Company contracts. It also manages the Capital Growth Scheme as discussed later.

CAM Special Purpose Vehicle

In 2020-21 the Combined Authority Board approved the creation of a special purpose vehicle company as the preferred option for carrying forward the CAM project. In light of this £4.0m of Combined Authority funds were invested to set up the company. In May 2021 the Mayor was elected under a

clear commitment to no longer support the CAM and the company is now in the process of being wound up and the remaining funds have been returned to the Authority

Silent partner service investments

These investments are joint ventures with a partner organisation where the partner has significant expertise in the area in which the company will operate, with the Combined Authority providing financial support. In recognition of the knowledge and experience of the other member of the joint ventures the Combined Authority does not operate significant control over the company regardless of the share ownership position, however it does have the right to appoint a director to each of the companies' Boards.

The Combined Authority receives all papers prepared for the company's boards and annually reviews the companies' financial position as part of the construction of the Combined Authority's group accounts.

Other Equity Investments

Illumina Accelerator Programme

On the recommendation of the Business Board the Combined Authority awarded up to £3m to provide investments of £100k to start-up companies which are accepted onto the accelerator programme to support them to complete the accelerator programme run by Illumina. The accelerator programme offers high growth potential companies 6-months of coaching and access to Illumina's lab space to facilitate their growth and development of their concepts. The outputs for this service investment are new companies establishing in the area, and creating jobs, after completion of the accelerator.

While the overall Illumina programme was subject to the Business Board's due diligence processes, the investments within the programme are made directly into the companies by the Combined Authority. Illumina are not regulated investment advisors and thus do not recommend the companies to the Combined Authority as such the Combined Authority is making its own decision to invest in each company. While there is no recommendation from Illumina, the Combined Authority considers it appropriate to take assurance from a company's acceptance onto the Illumina Accelerator programme taking into consideration the following factors:

- i) By the nature of the accelerator programme the companies being accepted would be very early-stage start-ups which would likely not have a financial history from which to draw conclusions on their operations.
- ii) Illumina conduct a multi-phase assessment of applicants, including a questionnaire on the company's technology and business plans, interviews, and a 3rd party background check. Acceptance onto the programme therefore indicates Illumina's opinion that the company has a high chance of success, and Illumina invest in each of the companies accepted onto their accelerator programme. Given Illumina's experience and expertise in the sector, as demonstrated by the survival rate of graduates from the established Silicon Valley accelerator, it is reasonable to take assurance from this.

iii) No potential future return on the amounts invested would be included in the Combined Authority's medium term financial plan or capital programme – as such the Combined Authority's financial resilience is independent of the performance of the investments, even in the worst-case scenario of nil returns.

As the value of the investment in each company is low (£100k) and represents a small minority of each company's capital the Combined Authority has very little control over these entities. On this basis their financial accounts are only considered on an annual basis to assess materiality for inclusion in the Combined Authority's group accounts.

The intended outcome of these investments is to enable the company to survive its early development stage to the point at which it can attract further capital investment, not profit from capital growth. Reflecting this the Combined Authority seeks to sell its shares once the company has achieved further funding however the companies are not publicly traded so achieving a sale and exit is uncertain and could take a number of years.

Start Codon Fund

On the recommendation of the Business Board the Combined Authority agreed a £3m investment into a £15m fund to provide pre-seed equity funding of £250k-£500k to early-stage start-up healthcare and life-science research and development businesses. The fund provides annual performance reports to all its investors beyond the service reporting required by the Monitoring and Evaluation framework.

Companies are identified by Start Codon, who's team is made up of local experts in the Bio-Pharma life sciences innovation sector, for acceptance onto the accelerator programme; the fund is managed, and investment decisions taken, by the Kin Group Ltd which specialises in venture capital investment.

The fund has a structured plan to sell its investments 10 years after the fund is fully invested, although this is subject to a possible 4-year extension if there is majority investor consent. At this point the fund's position will be liquidated and funding returned to the investors in the proportions in which they originally invested.

Capital Growth Scheme Investments

The Cambridgeshire and Peterborough Business Growth Co Ltd is tasked with the delivery of a £5.5m fund for small-scale equity investments into SMEs. This programme provides working capital awards of up to £250k to fund growth projects which unlock growth in jobs or scale a company to secure more income generation and jobs at a level where private sector equity finance is lacking due to its focus on high-tech, Intellectual Property (IP) based start-ups and much higher growth rates, which typically favour much higher value equity investments of at least £250k up to £2m and higher.

The Cambridgeshire and Peterborough Business Growth Co Ltd will hold these investments, so they are not included in the limits in this strategy, however they are mentioned as the Cambridgeshire and Peterborough Business Growth Co Ltd is wholly owned by the Combined Authority.

Security: One of the risks of investing in shares is that they fall in value meaning that the initial outlay may not be recovered. In order to limit this risk, upper limits on the sum invested in each category of shares have been set as follows:

Table 2: Shares held for service purposes in £ millions

Category of company	31.3.2022 actual			2023/24
	Amounts invested	Gains or losses	Value in accounts	Approved Limit
Subsidiaries	49.975	6.665	43.310	60.000
Local businesses	2.721	1.608	1.113	10.000
TOTAL	52.696	8.273	44.423	70.000

Risk assessment: The Authority would assess the risk of loss before entering into, and whilst holding, share agreements. The approach followed would be to consider:

- 1) an assessment of the market that the Authority would be competing in, the nature and level of competition, how market/customer needs will evolve over time, barriers to entry and exit and any ongoing investment requirements;
- 2) whether to use external advisors;
- 3) risk assessment based on credit ratings and the use of credit rating agencies;
- 4) the monitoring of risk in accordance with the Combined Authority's risk management policy.

Liquidity: Investments will be subject to the drawdown requirements of the Capital programme as set out in the Medium-Term Financial Plan and as monitored in the monthly cashflow forecast.

Non-specified Investments: Shares (defined as equity and equity like instruments) are the only investment type that the Authority has identified that meets the definition of a non-specified investment in the government guidance. The limits above on share investments are therefore also the Authority's upper limits on non-specified investments. The Authority has not adopted any procedures for determining further categories of non-specified investment since none are likely to meet the definition.

Commercial Investments: Property

The Authority currently does not invest in property with the intention of making a profit that will be spent on local public services and has no immediate plans to do so. In the event that commercial property investments would be held in future, the Authority would consider the following:

Security: In accordance with government guidance, the Authority considers a property investment to be secure if its accounting valuation is at or higher than its purchase cost including taxes and transaction costs.

Risk assessment: The Authority would assess the risk of loss before entering into and whilst holding property investments. The approach followed would be to consider:

- 1) A full due diligence exercise covering an assessment of: the property business plan, including sensitivity and scenario analysis; the credit quality of incumbent tenants (if any); the local property market, including demand, availability and voids in current similar commercial stock; the area's economic outlook and potential; how market/customer needs will evolve over time; barriers to entry and exit and any ongoing investment requirements;

- 2) Where in-house expertise does not cover the relevant investment opportunity, we will use external advisors for all/part of the due diligence and any other specialist areas;
- 3) External advice will be monitored by relevant officers, including adherence to deadlines, regular advisory meetings and adherence to project objectives;
- 4) The risk assessment will include credit ratings as part of the overall in-depth credit assessment of tenants. The creditworthiness of tenants will be monitored on a regular basis, using external expertise where necessary to give a credit view and an early warning of possible issues. As landlord, the Authority will maintain open dialogue with tenants, including discussion of financial stress;
- 5) The Authority will monitor the performance of the property asset against business plans throughout the life of the asset, assessing its performance and contribution of continued investment against the probable returns from sale.

Liquidity: Compared with other investment types, property is relatively difficult to sell and convert to cash at short notice and can take a considerable period to sell in certain market conditions. Each potential investment would be considered to ensure that the invested funds can be accessed when they are needed, for example to repay capital borrowed.

Loan Commitments and Financial Guarantees

Although not strictly counted as investments, since no money has exchanged hands yet, loan commitments and financial guarantees carry similar risks to the Authority and were the Authority to enter into any, a process in line with that taken for service loans, as set out above, would be followed, including a calculation of a loss allowance where appropriate.

Investment Indicators

The Authority has set the following quantitative indicators to allow elected members and the public to assess the Authority's total risk exposure as a result of its investment decisions.

Total risk exposure: The first indicator shows the Authority's total exposure to potential investment losses. This includes amounts the Authority is contractually committed to lend but have yet to be drawn down.

Table 3: Total investment exposure in £millions

Total investment exposure	31.03.2022 Actual	31.03.2023 Forecast	31.03.2024 Forecast
Treasury management investments	278.181	109.604	39.028
Service investments: Loans	41.312	15.000	9.000
Service investments: Shares	52.696	55.000	58.000
TOTAL INVESTMENTS	372.189	179.604	106.028
Commitments to lend	9.913	1.600	0.000
TOTAL EXPOSURE	382.102	181.204	106.028

How investments are funded:

To date, all investments are funded by the Authority's useable reserves and income received in advance of expenditure. There are no immediate plans to borrow.

Rate of return received: This indicator shows the investment income received less the associated costs, including the cost of borrowing where appropriate, as a proportion of the sum initially invested. Note that due to the complex local government accounting framework, not all recorded gains and losses affect the revenue account in the year they are incurred.

Table 4: Investment rate of return

Investments net rate of return	2021/22 Actual	2022/23 Forecast	2023/24 Forecast
Treasury management investments	0.170%	1.320%	3.634%
Service investments - Loans	3.287%	3.076%	3.073%
ALL INVESTMENTS	0.569%	1.273%	3.152%

Cambridgeshire and Peterborough Combined Authority

Minimum Revenue Provision Statement 2023/24

Annual Minimum Revenue Provision Statement 2023/24

Where the Authority finances capital expenditure by debt, it must put aside resources to repay that debt in later years. The amount charged to the revenue budget for the repayment of debt is known as Minimum Revenue Provision (MRP), although there has been no statutory minimum since 2008. The Local Government Act 2003 requires the Authority to have regard to the former Ministry of Housing, Communities and Local Government's *Guidance on Minimum Revenue Provision* (the MHCLG Guidance) most recently issued in 2018.

The broad aim of the MHCLG Guidance is to ensure that capital expenditure is financed over a period that is either reasonably commensurate with that over which the capital expenditure provides benefits, or, in the case of borrowing supported by Revenue Grant, reasonably commensurate with the period implicit in the determination of that grant.

The MHCLG Guidance requires the Authority to approve an Annual MRP Statement each year and recommends a number of options for calculating a prudent amount of MRP. The following statement incorporates options recommended in the Guidance.

- The Authority expects that its capital financing requirement will be nil on 31st March 2023 and in line with the MHCLG Guidance it expects to charge no MRP in 2023/24.
- For capital expenditure loans to third parties that are repaid in annual or more frequent instalments of principal, the Authority will make nil MRP, but will instead apply the capital receipts arising from principal repayments to reduce the capital financing requirement instead. In years where there is no principal repayment, MRP will be charged in accordance with the MRP policy for the assets funded by the loan, including where appropriate, delaying MRP until the year after the assets become operational. While this is not one of the options in the MHCLG Guidance, it is thought to be a prudent approach since it ensures that the capital expenditure incurred in the loan is fully funded over the life of the assets.
- Where loans are made from grant funds, there will be no Capital Finance Requirement and therefore no MRP.
- Where former operating leases have been brought onto the balance sheet on 1st April 2022 due to the adoption of the *IFRS 16 Leases* accounting standard, and the asset values have been adjusted for accruals, prepayments, premiums and/or incentives, then the annual MRP charges will be adjusted so that the total charge to revenue remains unaffected by the new standard.
- The table below summarises the MRP Policy.

Capital Expenditure Incurred	MRP Policy
Expenditure funded by unsupported borrowing	Asset Life, annuity method - MRP will be based on the prevailing PWLB interest rate for a loan with a term equivalent to the estimated life of the project.
Finance Leases	MRP will be determined as being equal to the element of the rent or charge that goes to write down the balance sheet liability.
Secured Loans to third parties repaid in bullet form.	No MRP will be charged as reliance can be placed on the capital receipt that will be generated when the loan is repaid or, in the event of a default, the realisation of the security. If realisation of the security does not equate to the original loaned amount, the Authority will recognise the associated impairment and will charge MRP on the outstanding balance.

Cambridgeshire and Peterborough Combined Authority

Capital Strategy Report ~~2022/23~~2023/24

Introduction

This capital strategy report gives a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of local public services along with an overview of how associated risk is managed and the implications for future financial sustainability. It has been written in an accessible style to enhance members' understanding of these sometimes technical areas.

Decisions made this year on capital and treasury management will have financial consequences for the Authority for many years into the future. They are therefore subject to both a national regulatory framework and to a local policy framework, summarised in this report.

Capital Expenditure and Financing

Capital expenditure is where an Authority spends money on assets, such as property, shares in companies or vehicles, that will be used for more than one year. In local government this includes spending on assets owned by other bodies, and loans and grants to other bodies enabling them to buy assets.

In ~~2022/23~~2023/24, the Authority is planning capital expenditure of £~~405.39m~~101.59m as summarised below.

Table 1: Prudential Indicator: Estimates of Capital Expenditure in £ millions

	2020/21 2021/22	2021/22 2022/23	2022/23 2023/24	2023/24 2024/25
	actual	forecast	budget	budget
Capital investments	452.28 117.07	476.96 125.43	405.39 101.59	58.45 48.95
TOTAL	452.28 117.07	476.96 125.43	405.39 101.59	58.45 48.95

The ~~budget~~ figures for 2022/23 ~~and~~, 2023/24 ~~and~~ 2024/25 are taken from the Approved Capital Expenditure Programme as set out and described in the Medium Term Financial Plan approved by the Combined Authority Board ~~in~~at its January ~~2022~~meeting.

Governance:

The Combined Authority's Assurance Framework sets out:

(a) How the seven principles of public life shape the culture within the Combined Authority in undertaking its roles and responsibilities in relation to the use and administration of the Cambridgeshire and Peterborough Investment, incorporating the Single Pot funding. This culture is developed and underpinned by processes, practices and procedures.

(b) Alongside the Combined Authority's constitution, sets out the respective roles and responsibilities of the Combined Authority, the Business Board (the Local Enterprise Partnership) and statutory officers.

(c) The key processes for ensuring accountability, including public engagement, probity, transparency, legal compliance and value for money.

(d) How potential investments to be funded through the Cambridgeshire and Peterborough Medium Term Financial Plan, incorporating the Single Pot, will be appraised, prioritised, approved, signed off and delivered.

(e) The processes for oversight of projects, programmes and portfolios and how the progress and impacts of these investments will be monitored and evaluated.

All capital expenditure must be financed, either from external sources (government grants and other contributions), the Authority's own resources (revenue, reserves and capital receipts) or debt (borrowing, leasing and Private Finance Initiative). The planned financing of the above expenditure is as follows:

Table 2: Capital financing in £ millions

	2020/21 <u>2021/22</u>	2021/22 <u>2022/23</u>	2022/23 <u>2023/24</u>	2023/24 <u>2024/25</u>
	actual	forecast	budget	budget
Grant Funding	146.96 <u>102.14</u>	155.09 <u>101.17</u>	77.49 <u>88.92</u>	48.02 <u>44.68</u>
Usable Capital Receipts	5.32 <u>14.93</u>	21.87 <u>24.26</u>	27.90 <u>12.67</u>	10.43 <u>4.27</u>
Debt	0	0	0	0
TOTAL	152.28 <u>117.07</u>	176.96 <u>124.43</u>	105.39 <u>101.59</u>	58.45 <u>48.95</u>

Debt is only a temporary source of finance, since loans and leases must be repaid, and this is therefore replaced over time by other financing, usually from revenue which is known as minimum revenue provision (MRP). Alternatively, proceeds from selling capital assets (known as capital receipts) may be used to replace debt finance.

The Combined Authority currently does not have any debt, but has the ability to borrow to facilitate delivery should it be needed. While there are no current projects within the MTFP which fund delivery via borrowing, the role of the Combined Authority in ~~future affordable housing and the sustainability agenda~~ and Public Transport agendas is still in development and debt may form part of this role. ~~While~~ The Combined Authority has ~~anno~~ allowance built into it's MTFP to service ~~a small amount of~~ debt, it is anticipated that any future borrowing would have to be supported by future receipts from the project delivery it funded.

The Authority's cumulative outstanding amount of debt finance is measured by the capital financing requirement (CFR). This increases with new debt-financed capital expenditure and reduces with MRP and capital receipts used to replace debt. The Authority currently has no debt and therefore no CFR.

The Authority expects that its capital financing requirement will be nil on 31st March ~~2022~~2023 and in line with the DLUHC Guidance expects to charge no MRP in ~~2022/23~~2023/24.

For capital expenditure loans to third parties that are repaid in annual or more frequent instalments of principal, the Authority will make nil MRP, but will instead apply the capital receipts arising from principal repayments to reduce the capital financing requirement instead.

Where loans are made from grant funds, there will be no Capital Finance Requirement and therefore no MRP. Where loans are debt funded, where creditworthiness of the borrower decreases or the asset value drops below the loan value, MRP will be charged on the shortfall.

Asset disposals: When a capital asset is no longer needed, it may be sold so that the proceeds, known as capital receipts, can be spent on new assets or to repay debt. Repayments of capital grants, loans and investments also generate capital receipts.

Treasury Management

Treasury management is concerned with keeping sufficient, but not excessive, cash available to meet the Authority's spending needs, while managing the risks involved. Surplus cash is invested until required, while a shortage of cash will be met by borrowing, to avoid excessive credit balances or overdrafts in the bank current account. The Authority is typically cash rich in the short-term as grant income is received before it is spent.

As at 31 ~~December 2024~~ January 2023, the Authority had no borrowing and £~~345.6m~~ 195.3m treasury investments at an average rate of ~~0.122.93%~~

Borrowing strategy: The Authority's main objectives when borrowing would be to achieve a low but certain cost of finance while retaining flexibility should plans change in future. These objectives are often conflicting, and the Authority would therefore seek to strike a balance between cheap short-term loans (~~currently available at around 0.10%~~) and long-term fixed rate loans where the future cost is known but higher (~~currently 1.5 to 2.5%~~).

The Authority does not borrow to invest for the primary purpose of financial return and therefore retains full access to the Public Works Loans Board.

Projected levels of the Authority's total outstanding debt (which comprises borrowing, ~~PFI liabilities,~~ and leases) are shown below, compared with the capital financing requirement (see above).

Table 3: Prudential Indicator: Gross Debt and the Capital Financing Requirement in £ millions

	31.3. 2024 <u>2022</u> actual	31.3. 2022 <u>2023</u> forecast	31.3. 2023 <u>2024</u> budget	31.3. 2024 <u>2025</u> budget
Debt (incl. PFI & leases)	0	0	0	0
Capital Financing Requirement	0	0	0	0

Statutory guidance is that debt should remain below the capital financing requirement, except in the short-term. The Authority expects to comply with this in the medium term.

Liability benchmark: To compare the Authority's actual borrowing against an alternative strategy, a liability benchmark is calculated showing the lowest risk level of borrowing. This is a requirement of the Treasury Management Code. Given that there are no current plans to borrow, this calculation shows an asset benchmark is currently set at level to allow a small level of borrowing to facilitate delivery should it be needed for comparing against investment levels, but will be kept under review.

Table 4: Borrowing and the Liability Benchmark in £ millions

	31.3. 2024 <u>2022</u> actual	31.3. 2022 <u>2023</u> forecast	31.3. 2023 <u>2024</u> budget	31.3. 2024 <u>2025</u> budget
Outstanding borrowing	0	0	0	0
Liability (<u>Asset</u>) benchmark	<u>0(298.3)</u>	<u>0(125.6)</u>	<u>8.50(54.6)</u>	<u>(33.8.50)</u>

Affordable borrowing limit: The Authority is legally obliged to set an affordable borrowing limit (also termed the authorised limit for external debt) each year and to keep it under review. In line with statutory guidance, a lower “operational boundary” is also set as a warning level should debt approach the limit.

Table 5: Prudential Indicators: Authorised limit and operational boundary for external debt in £m

	<u>2021/22</u> <u>2022/23</u> limit	<u>2022/23</u> <u>2023/24</u> limit	<u>2023/24</u> <u>2024/25</u> limit
Authorised limit - total external debt	84.61	84.61	84.61
Operational boundary - total external debt	74.61	74.61	74.61

Treasury investment strategy: Treasury investments arise from receiving cash before it is paid out again. Investments made for service reasons or for pure financial gain are not generally considered to be part of treasury management.

The Authority’s policy on treasury investments is to prioritise security and liquidity over yield, that is to focus on minimising risk rather than maximising returns. Cash that is likely to be spent in the near term is invested securely, for example with the government, other local authorities or selected high-quality banks, to minimise the risk of loss. Money that will be held for longer terms can be invested more widely, including in bonds, shares and property, to balance the risk of loss against the risk of receiving returns below inflation. Both near-term and longer-term investments may be held in pooled funds, where an external fund manager makes decisions on which particular investments to buy and the Authority may request its money back at short notice.

Risk management: The effective management and control of risk are prime objectives of the Authority’s treasury management activities. The treasury management strategy therefore sets out various indicators and limits to constrain the risk of unexpected losses and details the extent to which financial derivatives may be used to manage treasury risks.

Governance: Decisions on treasury management investment and borrowing are made daily and are therefore delegated to the Chief Finance Officer and staff, who must act in line with the treasury management strategy approved by the Board. Regular reports on treasury management activity are presented to the Audit and Governance Committee who are responsible for ensuring effective scrutiny of the treasury management strategy and policies in accordance with CIPFA’s Code of Practice.

Investments for Service Purposes

The Authority makes investments to assist local public services, including making loans to and buying shares in local service providers, local small businesses to promote economic growth and the Authority’s subsidiaries that provide services. In light of the public service objective, the Authority is willing to take more risk than with treasury investments, however it still plans for service loans to at least break even after all costs.

The Combined Authority will assume no future financial returns on any equity investments within its Medium-Term Financial Plan (MTFP). This is, financially, the worst-case scenario with equity investments; by not assuming any future returns the Combined Authority is exposed to only up-side risk and the future financial stability of the organisation is not reliant on the performance of the

investments i.e. there is no risk that the Combined Authority will be unable to proceed with it's plans due to poorer than anticipated financial performance of the companies.

Governance: Decisions on service investments are made by the relevant service manager in consultation with the Chief Finance Officer and must meet the criteria and limits laid down in the investment strategy. Most loans and shares are capital expenditure and purchases and will therefore also be approved as part of the capital programme. The Chief Officer for the relevant service is responsible for ensuring that adequate due diligence is carried out before investment is made.

Commercial Activities

The Combined Authority currently does not hold any commercial investments.

Liabilities

The Authority is committed to making future payments to cover its pension fund deficit (valued at £3.~~64m~~87m). There are currently no commitments to make future payments in relation to debt or other major liabilities. There is currently no requirement to cover risks of other provisions, financial guarantees or major contingent liabilities.

Governance: Decisions on incurring new discretionary liabilities are taken by Directors in consultation with the Chief Finance Officer. The risk of liabilities crystallising and requiring payment is monitored by the Finance team and reported to the Audit and Governance committee. New liabilities/loans are reported to the Board for approval/notification as appropriate.

Revenue Budget Implications

Although capital expenditure is not charged directly to the revenue budget, interest payable on loans and MRP are charged to revenue, ~~offset by any investment income receivable.~~ The net annual charge is known as financing costs; this is compared to the net revenue stream i.e. the amount funded from general government grants. There are no current plans to borrow, and therefore no budget financing costs.

Table 6: Prudential Indicator: Proportion of financing costs to net revenue stream

	<u>2020/212021/22</u> actual	<u>2021/222022/23</u> forecast	<u>2022/232023/24</u> budget	<u>2023/242024/25</u> budget
Financing costs (£m)	0	0	£0.43m	£0.49m
Proportion of net revenue stream	0%	0%	2.70%	3.30%

Sustainability: Due to the very long-term nature of capital expenditure and financing, the revenue budget implications of expenditure incurred in the next few years will extend into the future. The Chief Finance Officer is satisfied that the proposed capital programme is prudent, affordable and sustainable as demonstrated in the Medium-Term Financial Plan.

Knowledge and Skills

The Authority employs professionally qualified and experienced staff in senior positions with responsibility for making capital expenditure, borrowing and investment decisions. For example, the Chief Finance Officer is a qualified accountant with over 25 years post qualification experience. The Authority pays for staff to study towards relevant professional qualifications and for all qualified staff to keep up to date with relevant 'continuing professional development'.

Where Authority staff do not have the knowledge and skills required, use is made of external advisers and consultants that are specialists in their field. The Authority currently employs Arlingclose Limited as treasury management advisers. This approach is more cost effective than employing such staff directly and ensures that the Authority has access to knowledge and skills commensurate with its risk appetite.

Cambridgeshire and Peterborough Combined Authority

Investment Strategy Report ~~2022/23~~2023/24

Introduction

The Authority may invest its money for three broad purposes:

- because it has surplus cash as a result of its day-to-day activities, for example when income is received in advance of expenditure (known as **treasury management investments**),
- to support local public services, skills or economic growth by lending to or buying shares in other organisations (**service investments**), and
- to earn investment income (known as **commercial investments** where this is the main purpose).

This investment strategy meets the requirements of statutory guidance issued by the government in January 2018 and focuses on the second and third of these categories.

Treasury Management Investments

The Authority typically receives its income in cash (e.g. from grants) before it pays for its expenditure in cash (e.g. through payroll, invoices and grants). It also holds reserves for future expenditure. These activities, plus the timing of borrowing decisions, lead to a cash surplus which is invested in accordance with guidance from the Chartered Institute of Public Finance and Accountancy. The balance of treasury management investments is expected to fluctuate between £44m55m and £272m126m during the ~~2022/23~~2023/24 financial year.

Contribution: The contribution that these investments make to the objectives of the Authority is to support effective treasury management activities.

Further details: Full details of the Authority's policies and its plan for ~~2022/23~~2023/24 for treasury management investments are covered in a separate document, the treasury management strategy.

Service Investments: Loans

Contribution: The Council lends money to its subsidiaries and local businesses to support local public services, to support the provision of affordable housing and to stimulate local economic growth and skills development.

Revolving Housing Fund

In September 2018, the Combined Authority Board approved the creation of a £40m revolving fund from the £100m fund receivable from central government to bring forward 2,000 affordable homes by March 2022. No new loans are being made from the fund as the returned funds are now being used to fund affordable housing grants. Of the five loans made under the scheme ~~one has~~three have been fully repaid and the other ~~four~~two are due to be repaid by the end of ~~March~~May 2023.

Recycled Growth Fund Loans

The Combined Authority offers capital loans to local companies, and other Local Authorities, on the advice of the Business Board, where the projects are considered to achieve value for money and fit

with the strategic direction set out in the Local Industrial Strategy. As the majority of Growth Funds was awarded prior to March 2022 the extent of new loans that will be available in ~~2022-23~~2023-24 is likely to be quite small.

Security of Service Loans

The main risk when making service loans is that the borrower will be unable to repay the principal lent and/or the interest due. In order to limit this risk, and ensure that total exposure to service loans remains proportionate to the size of the Authority, upper limits on the outstanding loans to each category of borrower have been set as follows:

Table 1: Loans for service purposes in £ millions

Category of borrower	31.3. 2021 2022 actual			2022/23 2023/24
	Balance owing	Loss allowance	Net figure in accounts	Approved Limit
Subsidiaries	0.000	0.000	0.000	20 10.000
Local businesses	45.49 41.656	0. 77 9344	44.71 41.312	60 20.000
TOTAL	45.4941.656	0.779344	44.7141.312	8030.000

Accounting standards require the Authority to set aside loss allowance for loans, reflecting the likelihood of non-payment. The figures for loans in the Authority's statement of accounts are shown net of this loss allowance. However, the Authority makes every reasonable effort to collect the full sum lent and has appropriate credit control arrangements in place to recover overdue repayments.

Risk assessment: The Authority would assess the risk of loss before entering into and whilst holding service loans. All future loans would be subject to the following risk assessment and mitigating actions:

- 1) An appropriate level of due diligence, to include the use of external advisors where appropriate.
- 2) An appropriate loan period and timing of repayments
- 3) The calculation of an interest rate that would represent 'value for money', be of 'no detriment' to the Combined Authority, and to minimise the risk of Subsidy Control challenge
- 4) Approval being subject to a business case, due diligence, and loan agreement to the satisfaction of the Chief Executive, Monitoring Officer and Chief Finance Officer.
- 5) The business case would be reviewed to include focus on:
 - a. Impact of existing loans and charges on assets
 - b. Accuracy and reasonableness of Cashflow and profit forecasts
 - c. Ambition of future sales targets and income to repay loan
 - d. Provisions/allowances for contingency, inflation
 - e. Review of credit worthiness of business and collateralisation of loan
- 6) For housing development loans, first legal charge over land and assets
- 7) Regular review and valuation of the assets
- 8) Drawdown subject to a gateway process
- 9) Consideration of options of parent company guarantees
- 10) Consideration of obligations of S106 agreements

All loans are subject to approval by the Combined Authority Board.

Service Investments: Shares

The Combined Authority invests in the shares primarily for the delivery of service outcomes rather than for financial return. It invests in equities of both subsidiaries and local businesses to support local public services and stimulate local economic growth. These investments are an intrinsic part of the delivery of the Combined Authority's programmes they are subject to the Combined Authority's Monitoring and Evaluation framework ([published here](#)) which has been reviewed by the Department for Business, Energy and Industrial Strategy including quarterly reporting on the service outcomes being delivered. As such this strategy only refers to monitoring of the company from a financial investor's perspective beyond what is done in line with the Monitoring and Evaluation framework. The Combined Authority has approved a number of material service equity investments as part of the University of Peterborough, ~~Transport~~, and Business and Skills agendas summarised below however, in consideration of the relative risk of equity investments over grants and loan funding, there are two overarching principals which the Combined Authority follows with all it's equity investments to ensure that it does not expose itself to undue financial risk:

- 1) The Combined Authority will only invest in limited companies – this limits the liability that the Combined Authority faces to the equity invested in the company, ensuring that the wider Combined Authority finances are insulated from movement in the values of the companies.
- 2) The Combined Authority will assume no future financial returns on any equity investments within its Medium-Term Financial Plan (MTFP). This is, financially, the worst-case scenario with equity investments; by not assuming any future returns the Combined Authority is exposed to only up-side risk and the future financial stability of the organisation is not reliant on the performance of the investments i.e. there is no risk that the Combined Authority will be unable to proceed with it's plans due to poorer than anticipated financial performance of the companies.

All existing material equity investments have been made following a recommendation of the Business Board as all involve an element of Local Growth Fund investment. As such all equity investments will have followed the robust due diligence and scoring process which all potential investments must complete prior to being considered by the Business Board – this involves an independent external evaluation of the applicant's business case, financial statements, credit searches, management capability and experience, project key risks, and strategic fit. This results in a report on these areas, a score, and recommendations on what controls and risk mitigations should be put in place if the investment is entered into.

Alongside this, for investments of £500k or more, the applicant will also be required to present their proposal to an Entrepreneurs' Assessment Panel (EAP) made up of Members of the Business Board and external experts in the field who also score the projects.

The Business Board, who's voting membership is made up of experienced CEOs, will then consider the application, appraiser's report and EAP scoring and they can request further information, recommend investments to the Combined Authority for ratification, or reject the project.

The equity investments fall into three groups, in this strategy referred to as: subsidiaries, silent partner service investments, and other equity investments.

Subsidiaries

Equity holdings in this group are in companies in which the Combined Authority has an active role in day-to-day management of the company. It is either a major, or sole, shareholder and appoints Directors to the company's boards as well as providing support services to the company across a range of areas including payroll, bank administration, management and legal support. These are the most closely monitored investments as Combined Authority staff actively manage and run the companies including production of monthly management updates and reports.

Peterborough HE Property Company Ltd - University of Peterborough Phases 1 & 3

Equity investment into a Joint Venture along with Peterborough City Council (PCC) and Anglia Ruskin University (ARU) with a total Combined Authority investment of ~~£25.5m~~£27m against a ~~£24m~~£22m investment from PCC mostly funded from the Levelling Up Fund and ~~a smaller~~an £8m share from ARU. This company will deliver two teaching buildings, which will form the basis for the Anglia Ruskin University – Peterborough. ARU-Peterborough opened its doors to start students in September 2022 and is delivering accredited university courses from September 2022.

Peterborough R&D Property Company Ltd – University of Peterborough Phase 2

Equity investment into a Joint Venture ~~with Photocentric~~ to deliver a Research and Development centre on the University of Peterborough Campus, primarily funded by the Getting Building Fund grant provided specifically for the purpose from the Department of Business, Energy Levelling Up, Housing and Industrial Strategy Communities. This company is constructing a 3-story building within the overall Peterborough University Quarter site with the intention to lease space to companies working on zero emission enabling technologies research and development with ~~Photocentric operating as~~ an anchor tenant occupying one of the 3 floors.

Cambridgeshire and Peterborough Business Growth Company Limited

This company was set up, with £5.4m of Local Growth Fund as equity, extended to £5.8m following the Combined Authority's decision to expand the inward investment service, as a pilot to deliver support to local businesses and improve the skills offering in the Combined Authority area over 3 years- , with a planned winding down in December 2023.

Via subcontracting with a consortia it delivers services on behalf of the Combined Authority including growth coaching for businesses, inward investment, and skills capacity building. The Combined Authority's equity investment is supported with other income streams including the Growth Hub grant, Community Renewal Funds (Start & Grow and Turning Point), EU funding, and the Careers and Enterprise Company contracts. It also manages the Capital Growth Scheme as discussed later.

CAM Special Purpose Vehicle

In 2020-21 the Combined Authority Board approved the creation of a special purpose vehicle company as the preferred option for carrying forward the CAM project. In light of this £4.0m of Combined

Authority funds ~~have been~~were invested to set up the company. In May 2021 the Mayor was elected under a clear commitment to no longer support the CAM and the company is now in the process of being wound up and ~~the~~ remaining funds ~~have been~~ returned to the Authority

Silent partner service investments

These investments are joint ventures with a partner organisation where the partner has significant expertise in the area in which the company will operate, with the Combined Authority providing financial support. In recognition of the knowledge and experience of the other member of the joint ventures the Combined Authority does not operate significant control over the company regardless of the share ownership position, however it does have the right to appoint a director to each of the companies' Boards.

The Combined Authority receives all papers prepared for the company's boards and annually reviews the companies' financial position as part of the construction of the Combined Authority's group accounts.

Other Equity Investments

Illumina Accelerator Programme

On the recommendation of the Business Board the Combined Authority awarded up to £3m to provide investments of £100k to start-up companies which are accepted onto the accelerator programme to support them to complete the accelerator programme run by Illumina. The accelerator programme offers high growth potential companies 6-months of coaching and access to Illumina's lab space to facilitate their growth and development of their concepts. The outputs for this service investment are new companies establishing in the area, and creating jobs, after completion of the accelerator.

While the overall Illumina programme was subject to the Business Board's due diligence processes, the investments within the programme are made directly into the companies by the Combined Authority. Illumina are not regulated investment advisors and thus do not recommend the companies to the Combined Authority as such the Combined Authority is making its own decision to invest in each company. While there is no recommendation from Illumina, the Combined Authority considers it appropriate to take assurance from a company's acceptance onto the Illumina Accelerator programme taking into consideration the following factors:

- i) By the nature of the accelerator programme the companies being accepted would be very early-stage start-ups which would likely not have a financial history from which to draw conclusions on their operations.
- ii) Illumina conduct a multi-phase assessment of applicants, including a questionnaire on the company's technology and business plans, interviews, and a 3rd party background check. Acceptance onto the programme therefore indicates Illumina's opinion that the company has a high chance of success, and Illumina invest in each of the companies accepted onto their accelerator programme. Given Illumina's experience and expertise in the sector, as demonstrated by the survival rate of graduates from the established Silicon Valley accelerator, it is reasonable to take assurance from this.

iii) No potential future return on the amounts invested would be included in the Combined Authority's medium term financial plan or capital programme – as such the Combined Authority's financial resilience is independent of the performance of the investments, even in the worst-case scenario of nil returns.

As the value of the investment in each company is low (£100k) and represents a small minority of each company's capital the Combined Authority has very little control over these entities. On this basis their financial accounts are only considered on an annual basis to assess materiality for inclusion in the Combined Authority's group accounts.

The intended outcome of these investments is to enable the company to survive its early development stage to the point at which it can attract further capital investment, not profit from capital growth. Reflecting this the Combined Authority seeks to sell its shares once the company has achieved further funding however the companies are not publicly traded so achieving a sale and exit is uncertain and could take a number of years.

Start Codon Fund

On the recommendation of the Business Board the Combined Authority agreed a £3m investment into a £15m fund to provide pre-seed equity funding of £250k-£500k to early-stage start-up healthcare and life-science research and development businesses. The fund provides annual performance reports to all its investors beyond the service reporting required by the Monitoring and Evaluation framework.

Companies are identified by Start Codon, who's team is made up of local experts in the Bio-Pharma life sciences innovation sector, for acceptance onto the accelerator programme; the fund is managed, and investment decisions taken, by the Kin Group Ltd which specialises in venture capital investment.

The fund has a structured plan to sell its investments 10 years after the fund is fully invested, although this is subject to a possible 4-year extension if there is majority investor consent. At this point the fund's position will be liquidated and funding returned to the investors in the proportions in which they originally invested.

Capital Growth Scheme Investments

The Cambridgeshire and Peterborough Business Growth Co Ltd is tasked with the delivery of a £5.5m fund for small-scale equity investments into SMEs. This programme provides working capital awards of up to £250k to fund growth projects which unlock growth in jobs or scale a company to secure more income generation and jobs at a level where private sector equity finance is lacking due to its focus on high-tech, Intellectual Property (IP) based start-ups and much higher growth rates, which typically favour much higher value equity investments of at least £250k up to £2m and higher.

The Cambridgeshire and Peterborough Business Growth Co Ltd will hold these investments, so they are not included in the limits in this strategy, however they are mentioned as the Cambridgeshire and Peterborough Business Growth Co Ltd is wholly owned by the Combined Authority.

Security: One of the risks of investing in shares is that they fall in value meaning that the initial outlay may not be recovered. In order to limit this risk, upper limits on the sum invested in each category of shares have been set as follows:

Table 2: Shares held for service purposes in £ millions

Category of company	31.3.20212022 actual			2022/232023/24
	Amounts invested	Gains or losses	Value in accounts	Approved Limit
Subsidiaries	32.20249.975	3.8136.665	28.38943.310	3560.000
Local businesses	2.424721	0.6861.608	1.735113	10.000
TOTAL	34.62352.696	4.4998.273	30.12444.423	4570.000

Risk assessment: The Authority would assess the risk of loss before entering into, and whilst holding, share agreements. The approach followed would be to consider:

- 1) an assessment of the market that the Authority would be competing in, the nature and level of competition, how market/customer needs will evolve over time, barriers to entry and exit and any ongoing investment requirements;
- 2) whether to use external advisors;
- 3) risk assessment based on credit ratings and the use of credit rating agencies;
- 4) the monitoring of risk in accordance with the Combined Authority's risk management policy.

Liquidity: Investments will be subject to the drawdown requirements of the Capital programme as set out in the Medium-Term Financial Plan and as monitored in the monthly cashflow forecast.

Non-specified Investments: Shares (defined as equity and equity like instruments) are the only investment type that the Authority has identified that meets the definition of a non-specified investment in the government guidance. The limits above on share investments are therefore also the Authority's upper limits on non-specified investments. The Authority has not adopted any procedures for determining further categories of non-specified investment since none are likely to meet the definition.

Commercial Investments: Property

The Authority currently does not invest in property with the intention of making a profit that will be spent on local public services and has no immediate plans to do so. In the event that commercial property investments would be held in future, the Authority would consider the following:

Security: In accordance with government guidance, the Authority considers a property investment to be secure if its accounting valuation is at or higher than its purchase cost including taxes and transaction costs.

Risk assessment: The Authority would assess the risk of loss before entering into and whilst holding property investments. The approach followed would be to consider:

- 1) A full due diligence exercise covering an assessment of: the property business plan, including sensitivity and scenario analysis; the credit quality of incumbent tenants (if any); the local property market, including demand, availability and voids in current similar commercial stock; the area's economic outlook and potential; how market/customer needs will evolve over time; barriers to entry and exit and any ongoing investment requirements;

- 2) Where in-house expertise does not cover the relevant investment opportunity, we will use external advisors for all/part of the due diligence and any other specialist areas;
- 3) External advice will be monitored by relevant officers, including adherence to deadlines, regular advisory meetings and adherence to project objectives;
- 4) The risk assessment will include credit ratings as part of the overall in-depth credit assessment of tenants. The creditworthiness of tenants will be monitored on a regular basis, using external expertise where necessary to give a credit view and an early warning of possible issues. As landlord, the Authority will maintain open dialogue with tenants, including discussion of financial stress;
- 5) The Authority will monitor the performance of the property asset against business plans throughout the life of the asset, assessing its performance and contribution of continued investment against the probable returns from sale.

Liquidity: Compared with other investment types, property is relatively difficult to sell and convert to cash at short notice and can take a considerable period to sell in certain market conditions. Each potential investment would be considered to ensure that the invested funds can be accessed when they are needed, for example to repay capital borrowed.

Loan Commitments and Financial Guarantees

Although not strictly counted as investments, since no money has exchanged hands yet, loan commitments and financial guarantees carry similar risks to the Authority and were the Authority to enter into any, a process in line with that taken for service loans, as set out above, would be followed, including a calculation of a loss allowance where appropriate.

Investment Indicators

The Authority has set the following quantitative indicators to allow elected members and the public to assess the Authority's total risk exposure as a result of its investment decisions.

Total risk exposure: The first indicator shows the Authority's total exposure to potential investment losses. This includes amounts the Authority is contractually committed to lend but have yet to be drawn down.

Table 3: Total investment exposure in £millions

Total investment exposure	31.03. 2024 2022 Actual	31.03. 2022 2023 Forecast	31.03. 2023 2024 Forecast
Treasury management investments	231.000 278.181	238.000 109.604	30.000 39.028
Service investments: Loans	44.712 41.312	37 15.000	89 .000
Service investments: Shares	30.124 52.696	47 55.000	48 58.000
TOTAL INVESTMENTS	305.836 372.189	322.000 179.604	86.000 106.028
Commitments to lend	3.88 09.913	1.22 6600	0.000
TOTAL EXPOSURE	309.716 382.102	323.226 181.204	86.000 106.028

How investments are funded:

To date, all investments are funded by the Authority's useable reserves and income received in advance of expenditure. There are no immediate plans to borrow.

Rate of return received: This indicator shows the investment income received less the associated costs, including the cost of borrowing where appropriate, as a proportion of the sum initially invested. Note that due to the complex local government accounting framework, not all recorded gains and losses affect the revenue account in the year they are incurred.

Table 4: Investment rate of return

Investments net rate of return	2020/21 2021/22 Actual	2021/22 2022/23 Forecast	2022/23 2023/24 Forecast
Treasury management investments	0.382170%	0.1561.320%	0.4673.634%
Service investments - Loans	4.7253.287%	2.5993.076%	2.7923.073%
ALL INVESTMENTS	0.598569%	0.4811.273%	0.5163.152%

Cambridgeshire and Peterborough Combined Authority

Treasury Management Strategy Statement ~~2022/23~~2023/24

Introduction

Treasury management is the management of the Authority's cash flows, borrowing and investments, and the associated risks. The Authority has invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of financial risk are therefore central to the Authority's prudent financial management.

Treasury risk management at the Authority is conducted within the framework of the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice* ~~2017~~2021 Edition (the CIPFA Code) which requires the Authority to approve a treasury management strategy before the start of each financial year. This report fulfils the Authority's legal obligation under the *Local Government Act 2003* to have regard to the CIPFA Code.

Investments held for service purposes or for commercial profit are considered in a different report, the Investment Strategy.

Economic background: The ongoing impact on the UK from ~~coronavirus~~the war in Ukraine, together with higher inflation, higher interest rates, uncertain government policy, and ~~the country's trade position post-Brexit~~ deteriorating economic outlook, will be major influences on the Authority's treasury management strategy for ~~2022/23~~2023/24.

The Bank of England (BoE) increased Bank Rate by 0.5% to 0.25~~3.5%~~ in December ~~2022~~. This followed a 0.75% rise in November which was the largest single rate hike since 1989 and the ninth successive rise since December 2021 while maintaining its Quantitative Easing programme at £895 billion. The December decision was voted for by a 6 3 majority of the Monetary Policy Committee (MPC)~~voted 8-4 in favour of raising rates, and unanimously to maintain the asset purchase programme.~~

~~Within the announcement the MPC noted that the pace of the global recovery was broadly in line), with its November Monetary Policy Report. Prior to the emergence of the Omicron coronavirus variant, the Bank also considered the UK economy to be evolving in line with expectations, however the increased uncertainty and risk to activity the new variant presents, the Bank revised down its estimates for Q4 GDP growth to 0.6% from 1.0%. Inflation was projected to be higher than previously forecast, with CPI likely to remain above 5% throughout the winter and peak at 6% in April 2022. The labour market was generally performing better than previously forecast and the BoE now expects the unemployment rate to fall to 4% compared to 4.5% forecast previously, but notes that Omicron could weaken the demand for labour.~~two dissenters voting for a no-change at 3% and one for a larger rise of 0.75%.

~~UK CPI for November 2021 registered 5.1% year on year, up from 4.2% in the previous month. Core inflation, which excludes the more volatile components, rose to 4.0% y/y from 3.4%. The most recent labour market data for the three months to October 2021 showed the unemployment rate fell to 4.2% while the employment rate rose to 75.5%.~~

~~In October 2021, the headline 3-month average annual growth rate for wages were 4.9% for total pay and 4.3% for regular pay. In real terms, after adjusting for inflation, total pay growth was up 1.7% while regular pay was up 1.0%. The change in pay growth has been affected by a change in composition of employee jobs, where there has been a fall in the number and proportion of lower paid jobs.~~

Gross domestic product (GDP) grew by 1.3% in the third calendar quarter of 2021 according to the initial estimate, compared to a gain of 5.5% q/q in the previous quarter, with the annual rate slowing to 6.6% from 23.6%. The Q3 gain was modestly below the consensus forecast of a 1.5% q/q rise. During the quarter activity measures were boosted by sectors that reopened following pandemic restrictions, suggesting that wider spending was flat. Looking ahead, while monthly GDP readings suggest there had been some increase in momentum in the latter part of Q3, Q4 growth is expected to be soft.

GDP growth in the euro zone increased by 2.2% in calendar Q3 2021 following a gain of 2.1% in the second quarter and a decline of -0.3% in the first. Headline inflation has been strong, with CPI registering 4.9% year-on-year in November, the fifth successive month of inflation. Core CPI inflation was 2.6% y/y in November, the fourth month of successive increases from July's 0.7% y/y. At these levels, inflation is above the European Central Bank's target of 'below, but close to 2%', putting some pressure on its long-term stance of holding its main interest rate of 0%.

The US economy expanded at an annualised rate of 2.1% in Q3 2021, slowing sharply from gains of 6.7% and 6.3% in the previous two quarters. In its December 2021 interest rate announcement, the Federal Reserve continue to maintain the Fed Funds rate at between 0% and 0.25% but outlined its plan to reduce its asset purchase programme earlier than previously stated and signalled they are in favour of tightening interest rates at a faster pace in 2022, with three 0.25% movements now expected.

Credit outlook: Since the start of 2021, relatively benign credit conditions have led to credit default swap (CDS) prices for the larger UK banks to remain low and had steadily edged down throughout the year up until mid-November when the emergence of Omicron has caused them to rise modestly. However, the generally improved economic outlook during 2021 helped bank profitability and reduced the level of impairments many had made as provisions for bad loans. However, the relatively recent removal of coronavirus-related business support measures by the government means the full impact on bank balance sheets may not be known for some time.

The improvedThe November quarterly Monetary Policy Report (MPR) forecast a prolonged but shallow recession in the UK with CPI inflation remaining elevated at over 10% in the near-term. While the projected peak of inflation is lower than in the August report, due in part to the government's support package for household energy costs, inflation is expected remain higher for longer over the forecast horizon and the economic outlook remains weak, with unemployment projected to start rising.

The UK economy contracted by 0.3% between July and September 2022 according to the Office for National Statistics, and the BoE forecasts Gross Domestic Product (GDP) will decline 0.75% in the second half of the calendar year due to the squeeze on household income from higher energy costs and goods prices. Growth is then expected to continue to fall throughout 2023 and the first half of 2024.

CPI inflation is expected to have peaked at around 11% in the last calendar quarter of 2022 and then fall sharply to 1.4%, below the 2% target, in two years' time and to 0% in three years' time if Bank Rate follows the path implied by financial markets at the time of the November MPR (a peak of 5.25%). However, the BoE stated it considered this path to be too high, suggesting that the peak in interest rates will be lower, reducing the risk of inflation falling too far below target. Market rates have fallen since the time of the November MPR.

The labour market remains tight for now, with the most recent statistics showing the unemployment rate was 3.7%. Earnings were up strongly in nominal terms by 6.1% for both total pay and for regular pay but factoring in inflation means real pay for both measures was -2.7%. Looking forward, the November MPR shows the labour market weakening in response to the deteriorating outlook for growth, leading to the unemployment rate rising to around 6.5% in 2025.

Interest rates have also been rising sharply in the US, with the Federal Reserve increasing the range on its key interest rate by 0.5% in December 2022 to 4.25%-4.5%. This rise follows four successive 0.75% rises in a pace of tightening that has seen rates increase from 0.25%-0.50% in March 2022. Annual inflation has been slowing in the US but remains above 7%. GDP grew at an annualised rate of 3.2% (revised up from 2.9%) between July and September 2022, but with official interest rates expected to rise even further in the coming months, a recession in the region is widely expected at some point during 2023.

Inflation rose consistently in the Euro Zone since the start of the year, hitting a peak annual rate of 10.6% in October 2022, before declining to 10.1% in November. Economic growth has been weakening with an upwardly revised expansion of 0.3% (from 0.2%) in the three months to September 2022. As with the UK and US, the European Central Bank has been on an interest rate tightening cycle, pushing up its three key interest rates by 0.50% in December, following two consecutive 0.75% rises, taking its main refinancing rate to 2.5% and deposit facility rate to 2.0%.

Credit outlook:

Credit default swap (CDS) prices have generally followed an upward trend throughout 2022, indicating higher credit risk. They have been boosted by the war in Ukraine, increasing economic and political uncertainty and a weaker global and UK outlook, but remain well below the levels seen at the beginning of the Covid-19 pandemic.

CDS price volatility was higher in 2022 compared to 2021 and the divergence in prices between ringfenced (retail) and non-ringfenced (investment) banking entities has emerged once again.

The weakening economic picture during 20242022 led the credit rating agencies to reflect this in their assessment of the outlook for the UK sovereign as well as several local authorities and financial institutions, revising them from to negative tofrom stable and even making a handful of rating upgrades.

Looking aheadThere are competing tensions in the banking sector which could impact bank balance sheet strength going forward. The weakening economic outlook and likely recessions in many regions increase the possibility of a deterioration in the quality of banks' assets, while there is still the chance of bank losses from bad loans as government and central bank support is removedhigher interest rates provide a boost to net income and profitability.

However, the institutions on the Authority'sour adviser Arlingclose's counterparty list areremain well-capitalised and general credit conditions across the sector are expected to remain benign. Duration limits for counterpartiestheir counterparty advice on the Authority's lending list areboth recommended institutions and maximum duration remain under regularconstant review and will continue to reflect economic conditions and the credit outlook.

Interest rate forecast:

The Authority's treasury management adviser Arlingclose is forecastingforecasts that Bank Rate will continue to rise in calendar Q1 2022 and 2023 as the Bank of England attempts to subdue inflationary pressures and the perceived desire by the BoE to move away from emergency levels of inflation which is significantly above its 2% target.

While interest rates-

Investors continue to price inrate expectations reduced during October and November 2022, multiple interest rate rises in Bank Rate are still expected over the next forecast horizon, and despite looming recession. Arlingclose believes that although interest rates will expects Bank Rate to rise again, the increases will not be to the extent predicted by financial markets. In the near-term, the risks around Arlingclose'sto 4.25% by June 2023 under its central case are-, with the risks in the near- and medium-

term to the upside while over the medium-term the risks become more balanced should inflation not evolve as the Bank forecasts and remains persistently higher.

Yields are expected to remain broadly at current levels over the medium-term, with the 5-, 10- and 20-year gilt yields expected to average around 0.65%, 0.903.5%, 3.5%, and 4.153.85% respectively over the 3-year period to December 2025. The risks around for short- and medium and longer-term yields are initially to the upside but shifts lower later, while for long-term yields the risk is to the upside. However, judged to be broadly balanced over the forecast horizon. As ever, there will almost certainly undoubtedly be short-term volatility due to economic and political uncertainty and events.

Table 1 Arlingclose Interest Rate Forecast – December 20212022

	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24
Official Bank Rate													
Upside risk	0.00	0.00	0.25	0.25	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Arlingclose Central Case	0.25	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Downside risk	0.00	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25
3-month money market rate													
Upside risk	0.05	0.05	0.25	0.35	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Arlingclose Central Case	0.25	0.55	0.55	0.60	0.60	0.60	0.60	0.65	0.65	0.65	0.65	0.65	0.65
Downside risk	0.00	-0.25	-0.25	-0.30	-0.30	-0.30	-0.30	-0.35	-0.35	-0.35	-0.35	-0.35	-0.35
5yr gilt yield													
Upside risk	0.00	0.35	0.45	0.55	0.55	0.55	0.55	0.55	0.55	0.50	0.50	0.45	0.45
Arlingclose Central Case	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.65	0.70	0.75	0.75
Downside risk	-0.10	-0.20	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.30	-0.35	-0.40	-0.40
10yr gilt yield													
Upside risk	0.10	0.25	0.25	0.40	0.45	0.50	0.50	0.50	0.50	0.50	0.55	0.55	0.55
Arlingclose Central Case	0.80	0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.90	0.90	0.95	0.95
Downside risk	-0.10	-0.25	-0.30	-0.35	-0.35	-0.35	-0.35	-0.35	-0.35	-0.40	-0.40	-0.40	-0.40
20yr gilt yield													
Upside risk	0.30	0.40	0.45	0.45	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Arlingclose Central Case	1.00	1.05	1.10	1.10	1.10	1.10	1.15	1.15	1.15	1.20	1.20	1.20	1.20
Downside risk	-0.15	-0.30	-0.35	-0.40	-0.40	-0.40	-0.40	-0.40	-0.40	-0.45	-0.45	-0.45	-0.45
50yr gilt yield													
Upside risk	0.25	0.30	0.40	0.45	0.45	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Arlingclose Central Case	0.70	0.75	0.80	0.85	0.90	0.95	1.00	1.05	1.05	1.10	1.10	1.15	1.15
Downside risk	-0.15	-0.30	-0.35	-0.40	-0.40	-0.40	-0.40	-0.40	-0.40	-0.45	-0.45	-0.45	-0.45

PWLB Standard Rate (Maturity Loans) = Gilt yield + 1.00%
PWLB Certainty Rate (Maturity Loans) = Gilt yield + 0.80%
PWLB Infrastructure Rate (Maturity Loans) = Gilt yield + 0.60%

	Current	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25
Official Bank Rate													
Upside risk	0.00	0.50	0.75	1.00	1.00	1.00	1.25	1.50	1.75	1.50	1.25	1.25	1.25
Arlingclose Central Case	3.50	4.00	4.25	4.25	4.25	4.25	4.00	3.75	3.50	3.25	3.25	3.25	3.25
Downside risk	0.00	0.50	0.75	0.75	0.75	0.75	0.75	1.00	1.00	1.00	1.00	1.00	1.00
3-month money market rate													
Upside risk	0.00	0.50	0.75	1.00	1.00	1.00	1.25	1.50	1.75	1.50	1.25	1.25	1.25
Arlingclose Central Case	3.00	4.40	4.40	4.40	4.35	4.30	4.25	4.00	3.75	3.50	3.40	3.40	3.40
Downside risk	0.00	0.50	0.75	0.75	0.75	0.75	0.75	1.00	1.00	1.00	1.00	1.00	1.00
5yr gilt yield													
Upside risk	0.00	0.70	0.80	0.90	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Arlingclose Central Case	3.43	3.60	3.80	3.80	3.80	3.70	3.60	3.50	3.40	3.30	3.30	3.30	3.30
Downside risk	0.00	0.80	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
10yr gilt yield													
Upside risk	0.00	0.70	0.80	0.90	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Arlingclose Central Case	3.47	3.50	3.60	3.60	3.60	3.60	3.50	3.50	3.50	3.50	3.50	3.50	3.50
Downside risk	0.00	0.80	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
20yr gilt yield													
Upside risk	0.00	0.70	0.80	0.90	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Arlingclose Central Case	3.86	3.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85
Downside risk	0.00	0.80	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
50yr gilt yield													
Upside risk	0.00	0.70	0.80	0.90	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Arlingclose Central Case	3.46	3.60	3.60	3.60	3.60	3.60	3.60	3.60	3.60	3.60	3.60	3.60	3.60
Downside risk	0.00	0.80	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00

PWLB Standard Rate (Maturity Loans) = Gilt yield + 1.00%

PWLB Certainty Rate (Maturity Loans) = Gilt yield + 0.80%

UKIB Rate (Maturity Loans) = Gilt yield + 0.60%

Local Context

On 31st ~~December 2024~~January 2023 the Authority held £nil borrowing and ~~£345.6m~~£195.3m of treasury investments.

The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment.

The Authority is currently debt free and its capital expenditure plans do not currently imply any need to borrow over the forecast period. Investments are forecast to fall from current levels (end of ~~Dec 2024~~Jan 2023) of ~~£346m~~£195m to ~~£18m~~£34m (end Mar 2026) as capital funding is used to finance capital expenditure and reserves are used to finance the revenue budget as set out in the Capital programme and the Medium-Term Financial Plan.

CIPFA's *Prudential Code for Capital Finance in Local Authorities* recommends that the Authority's total debt should be lower than its highest forecast CFR over the next three years.

The Authority expects that its capital financing requirement will be nil on 31st March ~~2022~~2023 and in line with the MHCLG Guidance it expects to charge no MRP in ~~2022/23~~2023/24. The Combined Authority has no current requirement to borrow over the lifetime of the Medium Term Financial Plan and so the forecast CFR until ~~2026~~2027 is £nil.

Liability benchmark: To compare the Authority's actual borrowing against an alternative strategy, the Authority is required to calculate a liability benchmark showing the lowest risk level of borrowing.

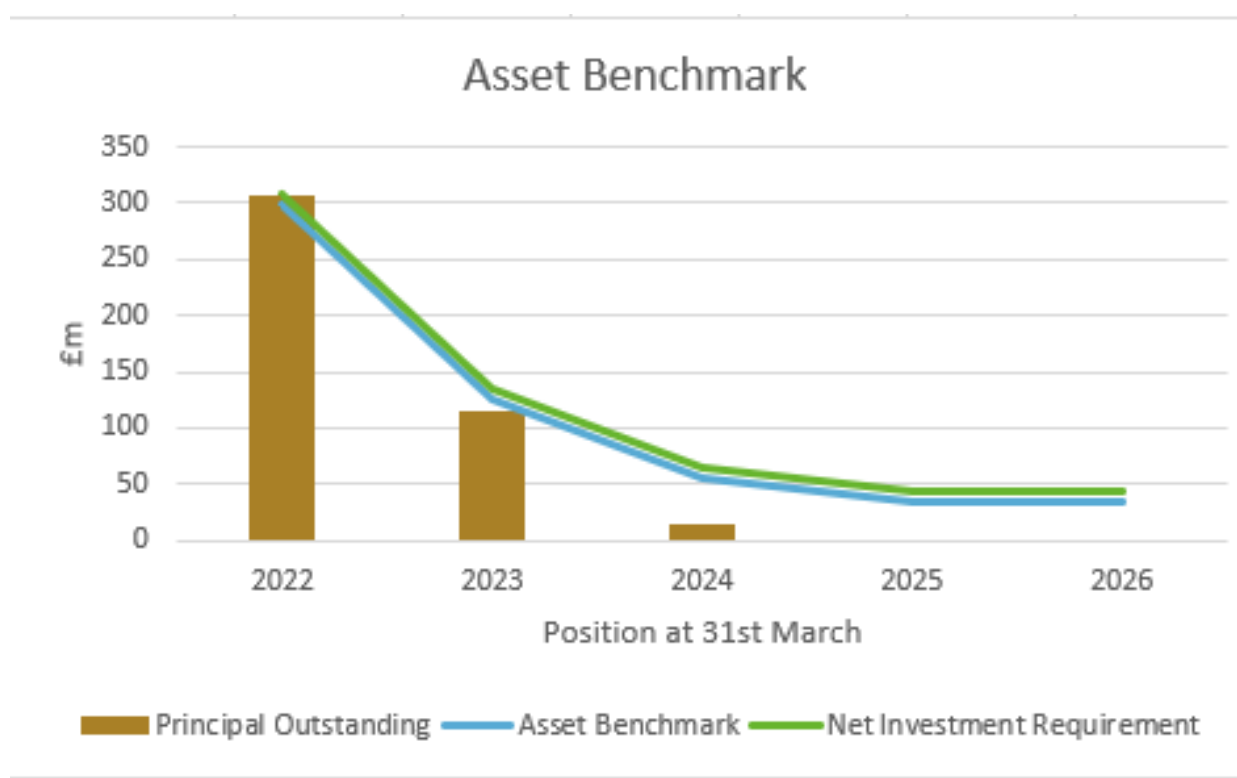
The liability benchmark is an important tool to help establish whether the Authority is likely to be a long-term borrower or long-term investor in the future, and so shape its strategic focus and decision

making. The liability benchmark itself represents an estimate of the cumulative amount of external borrowing the Authority must hold to fund its current capital and revenue plans while keeping treasury investments at the minimum level required to manage day-to-day cash flow.

Table 2: Prudential Indicator: Liability benchmark

	<u>31.3.22</u> <u>Actual</u> <u>£m</u>	<u>31.3.23</u> <u>Estimate</u> <u>£m</u>	<u>31.3.24</u> <u>Forecast</u> <u>£m</u>	<u>31.3.25</u> <u>Forecast</u> <u>£m</u>	<u>31.3.26</u> <u>Forecast</u> <u>£m</u>
<u>Loans CFR</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>Less: Balance sheet resources</u>	<u>(308.3)</u>	<u>(135.6)</u>	<u>(64.6)</u>	<u>(43.8)</u>	<u>(44.4)</u>
<u>Net loans requirement</u>	<u>(308.3)</u>	<u>(135.6)</u>	<u>(64.6)</u>	<u>(43.8)</u>	<u>(44.4)</u>
<u>Plus: Liquidity allowance</u>	<u>10.0</u>	<u>10.0</u>	<u>10.0</u>	<u>10.0</u>	<u>10.0</u>
<u>Liability (Asset) benchmark</u>	<u>(298.3)</u>	<u>(125.6)</u>	<u>(54.6)</u>	<u>(33.8)</u>	<u>(34.4)</u>

As there are no current plans to borrow, the medium-term forecasts in table 2 above shows an asset benchmark for comparing against investment levels but will be kept under review. The chart below shows the Asset Benchmark against committed investments, whilst it is best practice to show this for a minimum of 10 years, as the Authority is asset rich with no long-term borrowing and the MTFP only covers 4 years it would not be meaningful to go further.



Borrowing Strategy

The Authority is not currently in receipt of any loans. The balance sheet forecast shows that the Authority does not expect to need to borrow in 2022/232023/24. However, the Authority may borrow to pre-fund

future years' requirements, providing this does not exceed the authorised limit for borrowing of £84.61 million.

Objectives: The Authority's chief objective when borrowing money is to strike an appropriately low risk balance between securing low interest costs and achieving certainty of those costs over the period for which funds are required. The flexibility to renegotiate loans should the Authority's long-term plans change is a secondary objective.

Strategy: The Authority's borrowing strategy will address the key issue of affordability without compromising the longer-term stability of any future debt portfolio. With short-term interest rates currently much lower than long-term rates, it is likely to be more cost effective in the short-term to either use internal resources, or to borrow short-term loans instead.

The benefits of internal / short-term borrowing will be monitored regularly against the potential for incurring additional costs by deferring borrowing into future years when long-term borrowing rates are forecast to rise modestly. Arlingclose will assist the Authority with this 'cost of carry' and breakeven analysis. Its output may determine whether the Authority borrows additional sums at long-term fixed rates in 2022/232023/24 with a view to keeping future interest costs low, even if this causes additional cost in the short-term.

The Authority expects to borrow any long-term loans from the PWLB or the UKIB, but will consider long-term loans from other sources including banks, pensions and local authorities, and will investigate the possibility of issuing bonds and similar instruments, in order to lower interest costs and reduce over-reliance on one source of funding in line with the CIPFA Code. PWLB loans are no longer available to local authorities planning to buy investment assets primarily for yield; the Authority intends to avoid this activity in order to retain its access to PWLB loans.

Alternatively, the Authority may arrange forward starting loans, where the interest rate is fixed in advance, but the cash is received in later years. This would enable certainty of cost to be achieved without suffering a cost of carry in the intervening period.

In addition, the Authority may borrow short-term loans to cover unplanned cash flow shortages.

Sources of borrowing: The approved sources of long-term and short-term borrowing are:

- HM Treasury's PWLB lending facility (formerly the Public Works Loan Board)
- The UK Infrastructure Bank
- any institution approved for investments (see below)
- any other bank or building society authorised to operate in the UK
- any other UK public sector body
- UK public and private sector pension funds (except the Combined Authority's Pension Fund)
- capital market bond investors
- UK Municipal Bonds Agency plc and other special purpose companies created to enable local authority bond issues

Other sources of debt finance: In addition, capital finance may be raised by the following methods that are not borrowing, but may be classed as other debt liabilities:

- leasing
- hire purchase
- Private Finance Initiative
- sale and leaseback

Municipal Bonds Agency: UK Municipal Bonds Agency plc was established in 2014 by the Local Government Association as an alternative to the PWLB. It issues bonds on the capital markets and lends the proceeds to local authorities. This is a more complicated source of finance than the PWLB for two reasons: borrowing authorities will be required to provide bond investors with a guarantee to refund their investment in the event that the agency is unable to for any reason; and there will be a lead time of several months between committing to borrow and knowing the interest rate payable. Any decision to borrow from the Agency will therefore be the subject of a separate report to the Board.

Short-term and variable rate loans: These loans leave the Authority exposed to the risk of short-term interest rate rises and are therefore subject to the interest rate exposure limits in the treasury management indicators below. Financial derivatives may be used to manage this interest rate risk (see section below).

Debt rescheduling: The PWLB allows authorities to repay loans before maturity and either pay a premium or receive a discount according to a set formula based on current interest rates. Other lenders may also be prepared to negotiate premature redemption terms. The Authority may take advantage of this in the future and replace some loans with new loans, or repay loans without replacement, where this is expected to lead to an overall cost saving or a reduction in risk.

Treasury Investment Strategy

The Authority holds significant invested funds, representing income received in advance of expenditure plus balances and reserves held. In the past 12 months, the Authority's treasury investment balance has ranged between £167m196m and £346m345m, and levels are expected to be subject to the drawdown of funds to support the delivery of the Combined Authority's priorities and objectives as set out in the Business Plan and the Medium-Term Financial Plan.

Objectives: The CIPFA Code requires the Authority to invest its treasury funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The Authority's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income. Where balances are expected to be invested for more than one year, the Authority will aim to achieve a total return that is equal or higher than the prevailing rate of inflation, in order to maintain the spending power of the sum invested. The Authority aims to be a responsible investor and when making investments with private entities will consider environmental, social and governance (ESG) issues when investing.

~~**Negative interest rates:** The COVID-19 pandemic has increased the risk that the Bank of England will set its Bank Rate at or below zero, which is likely to feed through to negative interest rates on all low risk, short-term investment options. Since investments cannot pay negative income, negative rates will be applied by reducing the value of investments. In this event, security will be measured as receiving the contractually agreed amount at maturity, even though this may be less than the amount originally invested.~~

~~**Strategy:** Given the increasing risk and very low returns from short-term unsecured bank investments, the Authority will continue to diversify into more secure and/or higher yielding asset classes during 2022/23. Due to current liquidity requirements, an increasing proportion of the Authority's surplus cash is currently invested in short-term unsecured bank deposits, and money market funds. **Strategy:** As demonstrated by the liability benchmark above, the Authority expects to be a long-term investor and treasury investments will therefore include both short-term low risk instruments to manage day-to-day cash flows and longer-term instruments where limited additional risk is accepted in return for higher investment income to support local public services.~~

Business models: Under the IFRS 9 standard, the accounting for certain investments depends on the Authority's "business model" for managing them. The Authority aims to achieve value from its treasury investments by a business model of collecting the contractual cash flows and therefore, where other criteria are also met, these investments will continue to be accounted for at amortised cost.

Approved counterparties: The Authority may invest its surplus funds with any of the counterparty types in table 2 below, subject to the cash limits (per counterparty) and the time limits shown.

Table 23: Treasury investment counterparties and limits

Sector	Time limit	Counterparty limit	Sector limit
The UK Government	50 years	Unlimited	n/a
Local authorities & other government entities	25 years	£25m	Unlimited
Secured investments *	25 years	£25m	Unlimited
Banks (unsecured) *	13 months	£15m	Unlimited
Building societies (unsecured) *	13 months	£15m	£25m
Registered providers (unsecured) *	5 years	£15m	£50m
Money market funds *	n/a	£25m	Unlimited
Strategic pooled funds	n/a	£25m	£100m
Real estate investment trusts	n/a	£25m	£50m
Other investments *	5 years	£15m	£25m

This table must be read in conjunction with the notes below

Minimum Credit rating: Treasury investments in the sectors marked with an asterisk will only be made with entities whose lowest published long-term credit rating is no lower than A-. Where available, the credit rating relevant to the specific investment or class of investment is used, otherwise the counterparty credit rating is used. However, investment decisions are never made solely based on credit ratings, and all other relevant factors including external advice will be taken into account.

For entities without published credit ratings, investments may be made where external advice indicates the entity to be of similar credit quality.

Government: Loans, bonds and bills issued or guaranteed by national governments, regional and local authorities and multilateral development banks. These investments are not subject to bail-in, and there is generally a lower risk of insolvency, although they are not zero risk. Investments with the UK Central Government are deemed to be zero credit risk due to its ability to create additional currency and therefore may be made in unlimited amounts for up to 50 years.

Secured investments: Investments secured on the borrower's assets, which limits the potential losses in the event of insolvency. The amount and quality of the security will be a key factor in the investment

decision. Covered bonds and reverse repurchase agreements with banks and building societies are exempt from bail-in. Where there is no investment specific credit rating, but the collateral upon which the investment is secured has a credit rating, the higher of the collateral credit rating and the counterparty credit rating will be used. The combined secured and unsecured investments with any one counterparty will not exceed the cash limit for secured investments.

Banks and building societies (unsecured): Accounts, deposits, certificates of deposit and senior unsecured bonds with banks and building societies, other than multilateral development banks. These investments are subject to the risk of credit loss via a bail-in should the regulator determine that the bank is failing or likely to fail. See below for arrangements relating to operational bank accounts.

Registered providers (unsecured): Loans to, and bonds issued or guaranteed by registered providers of social housing and registered social landlords, formerly known as housing associations. These bodies are regulated by the Regulator of Social Housing (in England), the Scottish Housing Regulator, the Welsh Government and the Department for Communities (in Northern Ireland). As providers of public services, they retain the likelihood of receiving government support if needed.

Money market funds: Pooled funds that offer same-day or short notice liquidity and very low or no price volatility by investing in short-term money markets. They have the advantage over bank accounts of providing wide diversification of investment risks, coupled with the services of a professional fund manager in return for a small fee. Although no sector limit applies to money market funds, the Authority will take care to diversify its liquid investments over a variety of providers to ensure access to cash at all times.

Strategic pooled funds: Bond, equity and property funds that offer enhanced returns over the longer term, but are more volatile in the short term. These allow the Authority to diversify into asset classes other than cash without the need to own and manage the underlying investments. Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Authority's investment objectives will be monitored regularly.

Real estate investment trusts: Shares in companies that invest mainly in real estate and pay the majority of their rental income to investors in a similar manner to pooled property funds. As with property funds, REITs offer enhanced returns over the longer term, but are more volatile especially as the share price reflects changing demand for the shares as well as changes in the value of the underlying properties.

Other investments: This category covers treasury investments not listed above, for example unsecured corporate bonds and company loans. Non-bank companies cannot be bailed-in but can become insolvent placing the Authority's investment at risk.

Operational bank accounts: The Authority may incur operational exposures, for example through current accounts, collection accounts and merchant acquiring services, to any UK bank with credit ratings no lower than BBB- and with assets greater than £25 billion. These are not classed as investments, but are still subject to the risk of a bank bail-in, and balances will therefore be kept below £25m per bank. The Bank of England has stated that in the event of failure, banks with assets greater than £25 billion are more likely to be bailed-in than made insolvent, increasing the chance of the Authority maintaining operational continuity.

Risk assessment and credit ratings: Credit ratings are obtained and monitored by the Authority's treasury advisers, who will notify changes in ratings as they occur. The credit rating agencies in current

use are listed in the Treasury Management Practices document. Where an entity has its credit rating downgraded so that it fails to meet the approved investment criteria then:

- no new investments will be made,
- any existing investments that can be recalled or sold at no cost will be, and
- full consideration will be given to the recall or sale of all other existing investments with the affected counterparty.

Where a credit rating agency announces that a credit rating is on review for possible downgrade (also known as “negative watch”) so that it may fall below the approved rating criteria, then only investments that can be withdrawn on the next working day will be made with that organisation until the outcome of the review is announced. This policy will not apply to negative outlooks, which indicate a long-term direction of travel rather than an imminent change of rating.

Other information on the security of investments: The Authority understands that credit ratings are good, but not perfect, predictors of investment default. Full regard will therefore be given to other available information on the credit quality of the organisations in which it invests, including credit default swap prices, financial statements, information on potential government support, reports in the quality financial press and analysis and advice from the Authority’s treasury management adviser. No investments will be made with an organisation if there are substantive doubts about its credit quality, even though it may otherwise meet the above criteria.

When deteriorating financial market conditions affect the creditworthiness of all organisations, as happened in 2008 and 2020, this is not generally reflected in credit ratings, but can be seen in other market measures. In these circumstances, the Authority will restrict its investments to those organisations of higher credit quality and reduce the maximum duration of its investments to maintain the required level of security. The extent of these restrictions will be in line with prevailing financial market conditions. If these restrictions mean that insufficient commercial organisations of high credit quality are available to invest the Authority’s cash balances, then the surplus will be deposited with the UK Government via the Debt Management Office or invested in government treasury bills for example, or with other local authorities. This will cause investment returns to fall but will protect the principal sum invested.

Investment limits: In order to minimise the risk of a single default against available reserves, the maximum that will be lent to any one organisation (other than the UK Government) will be £25m. A group of entities under the same ownership will be treated as a single organisation for limit purposes.

Credit risk exposures arising from non-treasury investments, financial derivatives and balances greater than £25m in operational bank accounts would be taken account of against the relevant investment limits when making treasury management investments, but the limits in this strategy do not apply to service investments.

Limits will also be placed on fund managers, investments in brokers’ nominee accounts, foreign countries as below. Investments in pooled funds and multilateral development banks do not count against the limit for any single foreign country, since the risk is diversified over many countries.

Table 4: Investment limits

	Cash limit
Any group of pooled funds under the same management	£50m per manager
Negotiable instruments held in a broker’s nominee account	£50m per broker
Foreign countries	£25m per country

Liquidity management: The Authority uses cash flow forecasting to determine the maximum period for which funds may prudently be committed. The forecast is compiled on a prudent basis to minimise the risk of the Authority being forced to borrow on unfavourable terms to meet its financial commitments. Limits on long-term investments are set by reference to the Authority's medium-term financial plan and cash flow forecast.

The Authority will spread its liquid cash over at least three providers (e.g. bank accounts and money market funds) to ensure that access to cash is maintained in the event of operational difficulties at any one provider.

Treasury Management Prudential Indicators

The Authority measures and manages its exposures to treasury management risks using the following indicators.

Security: The Authority has adopted a voluntary measure of its exposure to credit risk by monitoring the value-weighted average credit score of its investment portfolio. This is calculated by applying a score to each investment (AAA=1, AA+=2, etc.) and taking the arithmetic average, weighted by the size of each investment. Unrated investments are assigned a score based on their perceived risk.

Credit risk indicator	Target
Portfolio average credit rating	6 (A)

Liquidity: The Authority has adopted a voluntary measure of its exposure to liquidity risk by monitoring the amount of cash available to meet payments within a rolling three month period, without additional borrowing.

Liquidity risk indicator	Target
Total cash available within 3 months	£25m 15m

Interest rate exposures: This indicator is set to control the Authority's exposure to interest rate risk:

Interest rate risk indicator	Limit
Upper limit on one-year revenue impact of a 1% <u>rise</u> in interest rates	£1.5m
Upper limit on one-year revenue impact of a 1% <u>fall</u> in interest rates	£1.5m

The impact of a change in interest rates is calculated on the assumption that maturing loans and investments will be replaced at ~~current~~new market rates.

~~Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment.~~

Principal sums invested for periods longer than a year (excluding loans): The purpose of this indicator is to control the Authority's exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the long-term principal sum invested to final maturities beyond the period end will be:

Price risk indicator	<u>2022/23</u> <u>2023/24</u>	<u>2023/24</u> <u>2024/25</u>	<u>2024/25</u> <u>2025/26</u>
Limit on principal invested beyond year end	£50m	£30m	£20m

Related Matters

The CIPFA Code requires the Authority to include the following in its treasury management strategy.

Financial Derivatives: Local authorities have previously made use of financial derivatives embedded into loans and investments both to reduce interest rate risk (e.g. interest rate collars and forward deals) and to reduce costs or increase income at the expense of greater risk (e.g. LOBO loans and callable deposits). The general power of competence in Section 113A of the Local Democracy, Economic Development and Construction Act 2009 removes much of the uncertainty over combined authorities' use of standalone financial derivatives (i.e. those that are not embedded into a loan or investment).

The Authority will only use standalone financial derivatives (such as swaps, forwards, futures and options) where they can be clearly demonstrated to reduce the overall level of the financial risks that the Authority is exposed to. Additional risks presented, such as credit exposure to derivative counterparties, will be taken into account when determining the overall level of risk. Embedded derivatives, including those present in pooled funds and forward starting transactions, will not be subject to this policy, although the risks they present will be managed in line with the overall treasury risk management strategy.

Financial derivative transactions may be arranged with any organisation that meets the approved investment criteria, assessed using the appropriate credit rating for derivative exposures. An allowance for credit risk calculated using the methodology in the Treasury Management Practices document will count against the counterparty credit limit and the relevant foreign country limit.

In line with the CIPFA Code, the Authority will seek external advice and will consider that advice before entering into financial derivatives to ensure that it fully understands the implications.

Markets in Financial Instruments Directive: The Authority has opted up to professional client status with its providers of financial services, allowing it access to a greater range of services but without the greater regulatory protections afforded to individuals and small companies. Given the size and range of the Authority's treasury management activities, the Chief Financial Officer believes this to be the most appropriate status.

Financial Implications

The budget for investment income in 2022/232023/24 is £0.~~0774~~ million, based on the expected investment portfolio during budget setting earlier in 22-23. As interest rates have proved more robust than anticipated, and available balances higher, this is likely to be exceeded and the Board will continue to receive regular updates on the forecast income through their regular budget update reports. There is no ~~budget of £0.50 million~~ for debt interest paid in 2022/232023/24.

Where investment income exceeds budget, e.g. from higher risk investments including pooled funds, or debt interest paid falls below budget, e.g. from cheap short-term borrowing, then consideration will be given to transferring a portion of the revenue savings will be transferred to a treasury management reserve to cover the risk of capital losses or higher interest rates payable in future years.

Other Options Considered

The CIPFA Code does not prescribe any particular treasury management strategy for local authorities to adopt. The Chief Finance Officer believes that the above strategy represents an appropriate balance between risk management and cost effectiveness. Some alternative strategies, with their financial and risk management implications, are listed below.

Alternative	Impact on income and expenditure	Impact on risk management
Invest in a narrower range of counterparties and/or for shorter times	Interest income will be lower	Lower chance of losses from credit related defaults, but any such losses may be greater
Invest in a wider range of counterparties and/or for longer times	Interest income will be higher	Increased risk of losses from credit related defaults, but any such losses may be smaller
Borrow additional sums at long-term fixed interest rates	Debt interest costs will rise; this is unlikely to be offset by higher investment income	Higher investment balance leading to a higher impact in the event of a default; however long-term interest costs may be more certain
Borrow short-term or variable loans instead of long-term fixed rates	Debt interest costs will initially be lower	Increases in debt interest costs will be broadly offset by rising investment income in the medium term, but long-term costs may be less certain
Reduce level of borrowing	Saving on debt interest is likely to exceed lost investment income	Reduced investment balance leading to a lower impact in the event of a default; however long-term interest costs may be less certain

Appendix A - Existing Investment & Debt Portfolio Position

	31 Dec 2023 De 2024 Actual Portfolio £m	Average Rate %
External borrowing:		
Public Works Loan Board	0	
Local authorities	0	
LOBO loans from banks	0	
Other loans	0	
Total external borrowing	0	
Total gross external debt	0	
Treasury investments:		
Banks & building societies (unsecured)	0.43	0.04
Government (incl. local authorities)	290.5	0.14
Money Market Funds	55178.0	0.051.3
	17.0	2.89
		3.45
Total treasury investments	345.6195.3	0.122.93
Net debt	(345.6195.3)	

Cambridgeshire and Peterborough Combined Authority

Minimum Revenue Provision Statement ~~2022/23~~2023/24

Annual Minimum Revenue Provision Statement ~~2022/23~~2023/24

Where the Authority finances capital expenditure by debt, it must put aside resources to repay that debt in later years. The amount charged to the revenue budget for the repayment of debt is known as Minimum Revenue Provision (MRP), although there has been no statutory minimum since 2008. The Local Government Act 2003 requires the Authority to have regard to the former Ministry of Housing, Communities and Local Government's *Guidance on Minimum Revenue Provision* (the MHCLG Guidance) most recently issued in 2018.

The broad aim of the MHCLG Guidance is to ensure that capital expenditure is financed over a period that is either reasonably commensurate with that over which the capital expenditure provides benefits, or, in the case of borrowing supported by Revenue Grant, reasonably commensurate with the period implicit in the determination of that grant.

The MHCLG Guidance requires the Authority to approve an Annual MRP Statement each year and recommends a number of options for calculating a prudent amount of MRP. The following statement incorporates options recommended in the Guidance.

- The Authority expects that its capital financing requirement will be nil on 31st March ~~2022~~2023 and in line with the MHCLG Guidance it expects to charge no MRP in ~~2022/23~~2023/24.
- For capital expenditure loans to third parties that are repaid in annual or more frequent instalments of principal, the Authority will make nil MRP, but will instead apply the capital receipts arising from principal repayments to reduce the capital financing requirement instead. In years where there is no principal repayment, MRP will be charged in accordance with the MRP policy for the assets funded by the loan, including where appropriate, delaying MRP until the year after the assets become operational. While this is not one of the options in the MHCLG Guidance, it is thought to be a prudent approach since it ensures that the capital expenditure incurred in the loan is fully funded over the life of the assets.
- Where loans are made from grant funds, there will be no Capital Finance Requirement and therefore no MRP.
- Where former operating leases have been brought onto the balance sheet on 1st April 2022 due to the adoption of the *IFRS 16 Leases* accounting standard, and the asset values have been adjusted for accruals, prepayments, premiums and/or ~~discounts~~incentives, then the annual MRP charges will be adjusted so that the total charge to revenue remains unaffected by the new standard.
- The table below summarises the MRP Policy.

Capital Expenditure Incurred	MRP Policy
Expenditure funded by unsupported borrowing	Asset Life, annuity method - MRP will be based on the prevailing PWLB interest rate for a loan with a term equivalent to the estimated life of the project.
Finance Leases	MRP will be determined as being equal to the element of the rent or charge that goes to write down the balance sheet liability.
Secured Loans to third parties repaid in bullet form.	No MRP will be charged as reliance can be placed on the capital receipt that will be generated when the loan is repaid or, in the event of a default, the realisation of the security. If realisation of the security does not equate to the original loaned amount, the Authority will recognise the associated impairment and will charge MRP on the outstanding balance.



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Agenda Item No: 4.1

Improvement Plan Update – March 2023

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	Wednesday 22 March 2023
Public report:	Yes
Lead Member:	Dr Nik Johnson, Mayor
From:	Angela Probert, Interim Director of Transformation Programme
Key decision:	No
Forward Plan ref:	n/a
Recommendations:	<p>The Combined Authority Board is recommended to:</p> <ul style="list-style-type: none"> a) Note the outcomes delivered at the end of the initial three-month period against the outcomes set out in the report to Board in October 2022 b) Note progress across the improvement programme in February 2023 as set out in the highlight report attached as Appendix 1 c) Note the stocktake undertaken and proposed reframed focus for improvement activity as set out in paragraph 4 and Appendix 2 d) Note the resignation of the IIB Chair with immediate effect and the arrangements underway to find a replacement
Voting arrangements:	For noting only. No vote required.

1. Purpose

- 1.1 The report updates the Board on the outcomes delivered at the end of the initial three-month period set out in the report to Board in October 2022.
- 1.2 The report also shares with the Board the stocktake undertaken and proposed reframed focus for improvement activity. The context remains that of the content set out by the letters from the External Auditor, the Best Value Notice, and initial observations by the Independent Improvement Board.
- 1.3 And finally, the report updates the Board on the resignation of the IIB Chair and arrangements underway to identify a replacement.

2. Overview

- 2.1 The initial phase of improvement activity was focused on basic governance and operational issues and an ambitious timeframe of three months identified. It is timely to reflect on the progress and impact made and the focus required going forward.
- 2.2 A considerable amount of work has gone into the improvement activity undertaken so far – and a lot has been delivered. The Governance framework is due to be agreed at March Board and structures that will enable new ways of working both within the CA and across the broader partnership are now in place.
- 2.3 In this period a Best Value Notice from DLUHC has been received and a further letter from the External Auditor. Both acknowledge the progress underway and also reiterate the improvements required; that we are already aware of; and are addressing. This will inevitably mean a further level of scrutiny and activity. We have taken time to learn from our approach so far; and this, alongside existing areas of improvement that require our continued focus, will inform the next phase of the improvement activity.

3. Progress at the end of three months

- 3.1 An outline improvement plan was developed and presented to Board in October that set out the six identified themes identified in the ‘assessment’ report as the key areas of focus:
 - Workstream A: Policy (Strategy & Ambition)
 - Workstream B: Governance (Ways of Working)
 - Workstream C: Key areas of development - Transport (Strategy) – Business Board (Function)
 - Workstream D: Finance (Income and bids)
 - Workstream E: Frameworks (Performance/ Assurance/ Risk)
 - Workstream F: Communications (Public Relations)
- 3.2 Objectives and outcomes were identified for each identified theme and progress on all areas of activity are reported on a monthly basis to all key stakeholders to reflect the outline programme. The progress at the end of month 4, February 2023 is set out in the highlight report attached as Appendix 1.
- 3.3 Ambitious target outcomes were set for the initial programme. The initial areas of focus were also set out in the report to Board in October 2022 and progress against these at the end of month three are set out below.

- 3.4 We have made good progress and Executive Team leads, constituent Chief Executives and the Improvement Project Team have worked collaboratively in delivering the committed outcomes set out below:
- 3.5 **Shift to a transitional arrangement of Board cycles, adjusted focus, more strategic content**
- The proposal for adjusted governance arrangements identify the intention that the CA Board develop a clear focus on strategy, policy and overall performance. This requires the development of a more outward facing role and collective championing of the area. It also includes a revised scheme of delegation for more focused committees. These ambitions and this framework has been discussed at the pre-board strategy meeting twice, the senior management team and Audit & Governance Committee and is rescheduled to go to CA Board in March.
- 3.6 **A draft ‘overarching strategy’ document**
- The Corporate Plan was approved at the CA Board meeting on 25 January 2023 and the MTFP was also approved which aligns resources to that plan.
 - Agreed values for staff and CA Board members have been shared within the organisation. The acronym ‘CIVIL’ has been developed to aid traction of the values expected of all.
 - Agreed values have been used in the recruitment of the two vacant Executive Director roles and in the Chief Executive recruitment currently underway.
- 3.7 **A Medium Term Financial Strategy which reflects the overarching strategy**
- CA Board in January 2023 approved:
 - Revenue budget for 2023/24 and the Medium-Term financial Plan 2023/24 to 2026/27
 - Capital Programme 2023/24 to 2026/27
 - A Mayoral precept for the 2023-24 financial year
- 3.8 **A worked-up transport strategy and bus strategy**
- The draft bus strategy went out to consultation on 11 January 2023, and ended on 24 February 2023 following which feedback was considered.
 - The Bus Strategy is due to be presented to the Transport and Infrastructure Committee and CA Board in March – with the aim for this document to be approved and adopted as a key strategy for the Authority. In addition, the Combined Authority has now received feedback on the previous Bus Service Improvement Plan and a revised document will be submitted to government following the CA Board meeting in June.
 - The draft Local Transport and Connectivity Plan will be presented to the March Transport and Infrastructure Committee. We still await government’s revised guidance on the Plan’s preparation. This was previously due in autumn 2022 but at the time of writing this report has yet to be received and has led to these delays.
- 3.9 **Proposals for the next phase of development of the Business Board**
- The options paper, drafted by independent consultants Metro Dynamics, followed the joint Workshop between the CA Board and the Business Board and has informed and focused the proposals. This paper is to be considered at the Business Board at its next meeting and the recommended option being presented to the Board in March.
- 3.10 **Resolution to the current investigations**
- An independent investigation was commissioned and commenced in May 2022. When the investigators submit their report there will be consideration by a panel of the Audit and Governance Committee. This is the equivalent of a Standards Committee in local

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authorities. Training has already been given to the Committee in anticipation of the need to fulfil that role.

3.11 A senior staffing structure and plan for recruitment

- The leadership and departmental structure was agreed by Board in October and commencement of recruitment processes for the permanent roles began in November and December.
- Executive Director recruitment has been completed and the new appointees commenced at the end of February.
- A recruitment process for the role of Chief Executive commenced in the new year and is expected to reach a conclusion before the end of March.
- The staff structures for the Chief Executives policy and executive office are in place and recruitment substantially completed. This includes provision of support for the Mayor.

3.12 A period of stability in the workforce

- Vacancy percentage at February 2023 was 5.7% compared to 13.5% in September 2022
- Annualised turnover for period March 2022 to February 2023 was 29.09% compared to 36.65% January 2022 to Dec 2022.

3.13 Improved collaborative processes between CPCA and constituent authority officers

- The Improvement Plan has provided opportunities to develop trailblazer processes and behaviours that demonstrate collaboration. Examples would be:
 - Workstream D: The bid function strategic review has involved a series of cross authority workshops and identified many common themes across the constituent councils including a degree of agreement about what the scope and reach of a bid function should be to add value to the work of partner councils and also crucially help to promote the one voice to government from the CPCA area.
 - Workstream E: through the active involvement of the lead CEX officers from the constituent authorities work is underway to develop an inclusive set of assurance and performance management frameworks.
 - In addition all Chief Executives of constituent councils play an active and collaborative role across all strands of improvement activity.
 - A number of professional officer liaison groups have begun to meet around issues of common interest. The 'place' Directors have been meeting regularly, and liaison among MOs and CFOs has been developing.

4. Reframing improvement

- 4.1 It is important that the focus for improvement is reviewed on a regular basis to ensure the reframed plan and delivery activity is relevant, reflects issues or concerns that have not yet been addressed and lessons learned from the first phase.
- 4.2 The External Auditor set out his concerns in June 2022 and the interim Chief Executive wrote back to the External Auditor on 23 November 2022 setting out the progress made; reflected in paragraph 3.3 above. In addition to this a Best Value Notice was received in January 2023 that set out concerns to be addressed. These are a restatement of the general issues raised in the letter from the External Auditor last year.
- 4.3 Good progress has been made against identified and committed improvements, but there is still more to do and therefore **the future focus for improvement takes account of:**

1. Any outstanding key areas of concern set out in the External Auditor's letter received in June 2022 and the Best Value Notice received in January 2023 against the following key themes:
 - a) Addressing weaknesses in governance and decision making
 - b) Addressing weaknesses in project plans and delivery
 - c) Resolution of concerns related to procurement activity
 - d) Embedding partnership working
 - e) Improvement plan progress against plan
 - f) Engagement with the Independent Improvement Board and its recommendations
 - g) Conclusion of investigations
 - h) Leadership capacity and confidence
2. Outstanding areas of improvement not fully delivered and warrant a continued corporate overview and resources to deliver the outcomes set out in October 2022.
3. The lessons learned on the approach taken over the first three months of improvement.
4. The perceptions of key stakeholders on changes made so far and where the continued areas of focus need to continue.

4.4 Where improvement activity has been delivered, e.g., development of a strategy or plan and the next phase is implementation or embedding activity, it is proposed that this is located in the appropriate Directorate Business plans with an identified lead officer held accountable for outcomes.

4.5 The focus for the next 3 – 6 months will therefore:

- Ensure the key areas of concern identified by the External Auditor in the letters received in June 2022 and also February 2023 and Best Value Notice received in January 2023 set out in paragraph 4 are core to improvement activity.
- Build on the progress so far and embed the desired ways of working across governance, decision making, operating principles and values and behaviours across all CA activity and ways of working.
- Embed the values developed with CA staff and partners culturally and be held to account for this through both the delivery of our ambitions and our culture and behaviours.
- Deliver on all identified improvements with the intention to move them to implementation and business as usual.

4.6 The outline and draft proposed reframed improvement focus is attached as Appendix 2. Key outcomes against specific areas set out to Board in October and have been delivered, or progressed sufficiently to move to business as usual are set out in Appendix 2, page 6.

5 Perception of change

5.1 The Improvement framework agreed in October at Board also set out the changes stakeholders would begin to observe as changes are tackled and implemented:

- A huge reduction in tension and frustration in Board, and in dynamics and focus
- Members feeling time is spent on worthwhile debate and activity
- Members and officers believing that the MCA can genuinely expect to secure greater investment and improved reputation
- Individual Board members spend more of their time on informal discussions finding issues of agreement, speaking up for the needs of the region, and its priorities

- Recognition that the Mayor has secured greater attention from ministers and influential stakeholders for the region's needs
- An absence of political point scoring in Board noticed by all interested parties
- That staff in CPCA and the local authorities view Board members as role models for good behaviour, collaboration and working towards consensus
- CPCA staff recruitment and retention improves
- A Devo Deal 2 looks possible, even likely
- Staff expect to work in 'virtual teams' on policy development and programme delivery
- The CPCA operation has matured, supports the Mayor and Board with a feel of 'one CPCA'.

5.2 As part of testing the perceptions by key stakeholders, staff surveys have been undertaken in September 2022 and again in January 2023. The key observations by staff and changes over the three-month period are set out below:

- Overall improvements and progress since the last survey in September; but not exclusively.
- Staff feel more confident in the direction of the CA but want to see planned improvements being fully embedded.
- Mixed response on feeling valued by the organisation and that people's opinions count; some teams feeling more connected than others.
- Most staff feel the CA is not yet effective and efficient as it could be.
- Despite this, there are more positive feelings about working for the CA and an overall sense of optimism about the future.

5.3 Interviews with external stakeholder groups to test changed perceptions against the above changes are to take place in March by the newly appointed Executive Directors and Head of Policy.

5.4 Perceptions and learning from constituent Chief Executives will be captured as part of the interviews set out above. Initial feedback has indicated that many recognise significant progress but going forward now want to see more visibility on project delivery, a joint focus on lobbying and further development of routine engagement between relevant staff across the constituent councils and the CPCA.

6 Lessons learned

6.1 Whilst the need for pace and delivery in October was clear, the focus for improvement has been on making the desired change robust alongside embedding desired ways of working. The approach was never intended to be just a 'tick in the box' exercise and needs to result in embedded new ways of working. There are two consequences of this necessary approach.

1. The first is the need for the improvement to be comprehensive and robust. This meant that although pace and change are required, improvements need to, put colloquially, be done properly. Therefore much of the focus of the first phase of improvements is putting in place the building blocks required to enable the step change in delivery, culture, behaviour etc.
2. The second was the need to respond to the fact that, in the eyes of Government, the CPCA had a poor track record of improvement over its life and therefore the approach to the proposed activity needs to be both comprehensive in content and credible in the eyes of external stakeholders; with a clear programme structure and scheduled monthly reporting on progress.

6.2 In October, Board were asked and gave their wholehearted support to the proposed structures for the governance of the Improvement Plan. Virtual improvement teams were established, drawn from across the CA with members of the Executive Team taking a leadership role across the six identified themes. A key new approach was the involvement of the Chief Executives of the constituent authorities, working alongside the senior staff of the Combined Authority.

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6.3 The approach to improvement activity has been new for the Combined Authority following the previous poor track record of delivery. Ownership of improvement activity has been held by the Executive Team collectively, with individuals taking a lead on improvement areas; working with colleagues to ensure dependencies are understood and issues resolved. The engagement and involvement of constituent Chief Executives across all six themes has provided broader learning and challenge. Their contribution has been very much valued and impactful.

7 Reframed Improvement plan

7.1 A review has been undertaken for key improvement activity (across the key six themes) to consider what activity needs to be held and then continue to be a focus at a corporate level; using the limited resources available, and what activity has made sufficient progress to enable it to be considered 'business as usual' and owned and delivered as part of directorate plans and resources.

7.2 There is a risk that without the structure and focus of the improvement governance and leadership in place that, as previously seen, the changes are not viewed as important and identified changes not followed through. The leadership of the new Executive Team will be an important driver of this.

7.3 Following the receipt of the Best Value Notice on 24th January we have reviewed the outstanding key identified areas of improvement required by the Combined Authority, as set out in paragraph 4 so we can ensure an appropriate focus in activity going forward. Where the letter did not set out expected improvement we have sought clarity on this so the CPCA can be clear on outcomes to be delivered, and therefore the future focus for improvement.

7.4 The majority of the identified concerns are part of our current ongoing improvement plan. However, to ensure we have a robust approach and meet the expectations placed on the CA we will reframe our improvement activity to ensure identified areas of improvement are included.

7.5 Attached as Appendix 2 is the proposed draft outline improvement plan that incorporates outstanding activity still to be delivered and improvements set out by the External Auditor, the Best Value Notice and the Independent Improvement Board. This will be developed further and shared with all key stakeholders.

8 How will we know we are making progress?

8.1 Currently monthly highlight reports are prepared and either reported through the CA Board or circulated with a monthly briefing. Going forward it is proposed that:

- Reports will continue to be a key agenda item at each CA Board meeting.
- Reports will be a key agenda item for the Independent Improvement Board on a bi-monthly basis.

- Meetings will be held with DLUHC on a quarterly basis to report progress against the key areas of concern identified in the Best Value Notice. ^{Item 4.1}
- Reports to Audit and Governance and Overview and Scrutiny Committees will be tabled on quarterly basis.
- Regular reports will be submitted to the External Auditor.
- A programme of update reports to the CEX meetings will be established allowing detailed oversight of progress.
- Quarterly staff survey will be undertaken; the next one scheduled for the end of April 2023.
- Chief Executives from constituent councils and partner Chief Executives will continue to provide input and feedback on a monthly basis and will also be included in quarterly perception surveys with key stakeholders.

9 Independent Improvement Board

- 9.1 The Independent Improvement Board held its induction day in January and following this IIB members have had on-going discussions with both Members and Officers.
- 9.2 The bi-monthly IIB meetings have been scheduled for the next 12 months and key stakeholders have been invited.
- 9.3 Unfortunately, because of ill health, Lord Kerslake has needed to step down as Chair with immediate effect. All stakeholders have been advised and discussions are taking place with the LGA regarding potential replacements. In the meantime, Julie Spence, Deputy Chair, will take the lead. Our thoughts are with Lord Kerslake at this time.

10 Engagement

- 10.1 Engaging stakeholders in the Improvement Plan by ensuring effective and appropriate collaboration, consultation, involvement, awareness and assurance continue to be key priorities within the programme and as we progress into implementation.
- 10.2 Following development of an Engagement Strategy and Schedule and the appointment of an Engagement Lead for the programme, further work has been done to improve how we identify, map and engage stakeholders.
- 10.3 Staff conferences are held on a quarterly basis and a new Improvement Plan Teams site has been developed for staff while existing platforms are reviewed and restructured. Tangible examples of improvements which have already been and are being implemented and how staff are affected by, involved and engaged in these changes are the focus of informal fortnightly Improvement Plan vlogs, newsletter updates and weekly All Teams Meetings, which include presentations and feedback opportunities covering a different workstream each week. Teams sites for Members and Partners are also being developed to support engagement in the plan and collaborative working, until the main CPCA Team site is able to support shared spaces across all areas of the business.

Significant Implications

11 Financial Implications

- 11.1 The Board approved funding of up to £750k in July 2022 from the Programme Response Fund with delegated authority to the Interim CEO to support the scope, development and delivery of work relating to improvement activity. This budget is monitored by the Improvement Group at its monthly meetings and reported by exception to the Board as appropriate.

12 Legal Implications

- 12.1 An Action Plan in response to the recommendations of the external auditor, was agreed by the Board following the report of the Interim CEO. At the time of drafting this report, all the relevant recommendations of EY are being responded to and regular updates are provided to this Board to provide a progress report as to delivery. This will assist the Authority to comply with its best value considerations.

13 Public Health Implications

- 13.1 None.

14 Environmental and Climate Change Implications

- 14.1 None

15 Other Significant Implications

- 15.1 None

16 Appendices

- 16.1 Appendix 1: Month 4, February Highlight report
16.2 Appendix 2: Reframed Improvement Plan

17 Background Papers

- 17.1 [Interim Chief Executive's Diagnosis - Improvement Framework](#) CA Board October 2022
17.2 [Outline Improvement Plan](#) CA Board October 2022
17.3 [Proposed terms of reference CPCA Improvement Board](#) CA Board October 2022
17.4 [External Auditor letter](#) June 2022
17.5 [Chief Executive letter to External Auditor](#) November 2022
17.6 [Best Value Notice](#) January 2023
17.7 [External Auditor letter](#) February 2023

CA Board 22 March 2023

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Programme Level Highlight Report

for the Period:

1 February 2023 to 28 February 2023

Programme RAG Status	
This Period:	G/A
Last Period:	G/A

Chief Executive Overview

As we approach the end of the three-month period identified the report to Board in October 2022 it is gratifying to see that we are nearing completion in several key areas of the Improvement Plan (IP).

As stated in earlier reports the overarching focus of our improvement journey can be broadly characterised as a greater clarity of what we do, namely a set of strategic aims and ambitions that frame our delivery journey, and then a focus upon the changes, both structural and behavioural that will be required to achieve these ambitions.

Thinking about the journey towards clarification of what we do, there has been considerable progress in the development of an overarching strategy for the region. The Corporate Plan was adopted by Board in January and other related strategies that the IP (Improvement Plan) noted were gaps in our strategic framework, such as the Bus Strategy and LTCP are progressing, so we can demonstrate the emergence of a collectively agreed and owned set of strategies for the CA region.

Thinking then about how we implement these strategies to progress our ambitions. We are nearing completion of the changes to our committee structures for both member and informal officer groups that will underpin new ways of working and focus both members and officers on what matters. This is timetabled for the March Board when we will also consider the future role and configuration of the Business Board. Woven through all of these will be our values agreed at the January Board which are now being enshrined in our directorate business plans and in the individual personal development plans that all staff will have.

Alongside this we have an agreed senior management structure with recruitment to the Chief Executive post underway whilst we have secured two new Executive Directors who started with us this week. Central to the successful delivery of our strategic ambitions will be a focus upon improved delivery and the Improvement Plan has this as a central theme. We are working closely with partners to describe and then devise a set of performance management frameworks that will help us to better understand and therefore drive improvements in our delivery. This work sequentially follows the development of our strategic aims and will be in place by the summer.

All the above demonstrates that we are well on the way on the journey to become the effective and efficient organisation that we strive to be. The next stage of our Improvement journey is now to translate into business as usual those changes agreed with the Board

Individual Workstream Status		
Workstream	This Period	Last Period
A	G	G
B	G	A
C	G	A
D	G	G
E	A	A
F	A	G

and then concentrate upon implementation, alongside the completion of those elements still outstanding in a reframed Improvement Plan.

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Overview & Scrutiny

Overview & Scrutiny feedback will be inserted here once it has considered the Highlight Report

Independent Improvement Board (IIB)

IIB feedback will be inserted here once it has considered the Highlight Report

IIB is due to consider the Highlight Report on [DATE]

Combined Authority (CA) Board

CA Board feedback will be inserted here once it has considered the Highlight Report

Audit & Governance Committee

Audit & Governance Committee feedback will be inserted here it has considered the Highlight Report

Workstream Highlight Reports

Workstream A

Project Description:

To establish clarity on the scale of political ambition and develop an overarching strategy for the remainder of this mayoral term, to chart the next steps on that journey.

Project Outcomes:

A1 - A clear strategic plan for the Combined Authority (CA) is in place with deliverables to take CA from now until end of current Mayoral Term.

A2 - Organisational operating values and principles are in place that inform the approach the CA takes to how it operates.

A3 - Insight and evidence are used to assess the state of the region and inform policy direction and priorities for the CA.

A4 - The strategic policy framework for the CA is re-established.

A5 - The mayor's operating arrangements and appropriate office support is in place and fit for purpose.		
Workstream Sponsor:		Fliss Miller
Project Manager/s:		Chris Bolton
CEX Lead:		Robert Pollock
PMO (Programme Management Office) Support:		Thomas Farmer
Agreed Completion Date:		31/01/2023
Forecast Completion Date:		31/03/2023
Reporting Period:		01/02/2023 - 28/02/2023
Workstream A Project Status	This Period:	GREEN
	Previous Period:	GREEN
Workstream A - Project Update: February		
<p>This workstream is now either complete or in the case of outcome A4, paused awaiting reprofiling following the arrival of the new Head of Policy. The cost of the State of Region (SoR) report and funding stream is to be confirmed.</p> <p>However, progress in embedding in business as usual (BAU) the outcomes of the workstream are now moving ahead. The strategic aims are being translated into directorate action plans to deliver these, whilst the values adopted are being enshrined in the appraisals process to ensure these are lived by the organisation.</p> <p>Discussion is underway to ensure that the strategic priorities, achieving good growth, increased connectivity, ambitious skills, and employment opportunities, and enabling resilient communities, are worked across the directorate plans. Lead officer for this work is to be confirmed.</p> <p>Kate McFarlane, Head of Policy, began in her role on 27 February.</p>		
Workstream A: CEX Lead (Robert Pollock) Comments:		
Workstream A - Key Milestones/Activities this Period:		
1	Values and behaviours work is to continue with HR (Human Resources) for inclusion in the draft Performance Management Framework.	
2	Work on actions A3 - Insight and evidence are used to assess the state of the region and inform policy direction and priorities for the CA and A4 - The strategic policy framework for the CA is re-established has begun and will be driven forward by the Head of Policy when she commences employment at the end of February.	
3	Work to embed new strategic priorities across the organisation, including service plans has commenced with a target completion date of 31 March.	
Workstream A - Key Milestones/Activities Planned for Next Period:		
1	Policy Team to map out the existing strategic plans of the CA and produce a gap analysis	
2	Commissioning of SoR to continue	

Workstream A - Project Risks:		
	Risk Description	Mitigation
Workstream A Report Completed By:		Chris Bolton
Completion Date:		06/03/2023

Workstream B

Project Description:

Implement a comprehensive reset of ways of working and align the policy development and pre-board processes to support this.

Project Outcomes:

B1 - The Board's ways of working have been reset to enable it to operate in effective and strategic manner.

B2 - Executive Committee ways of working are reset to enable them to operate in a more effective manner.

B3 - Transitional Committee Structure implemented.

B4 - Policy space for Board is developed and aligned to the policy development process.

B5 - Informal governance mechanisms are in place that reset ways of working with constituents and partners.

B6 - The culture and operation of the CA supports it as an effective, high performing organisation.

B7 - A revised senior leadership structure in place to provide the organisation with clear and effective strategic direction and capacity.

B8 - External partners recognise that the CA has a culture of effective engagement.

Workstream Sponsor:		Steve Cox
Project Manager/s:		Louisa Simpson
CEX Lead:		Matt Gladstone
PMO Support:		Heidi Quigley
Agreed Completion Date:		31/01/2023
Forecast Completion Date:		31/03/2023 (for all actions save B6&8)
Reporting Period:		01/02/2023 - 28/02/2023
Workstream B Project Status	This Period:	GREEN
	Previous Period:	AMBER

Workstream B - Project Update:

A Project Change Request (PCR) was approved moving end dates to reflect the delay to the sign off for the new Governance arrangements at Board following their decision to consider this at their March meeting.

We have continued to work with Leaders and CEXs to ensure the Governance arrangements that will be presented at the CA Board in March retain the previously agreed status. Developments in workstream C regarding the future role and responsibilities of the Business Board are being progressed at pace and consequently may result in their inclusion in the governance arrangements report going to Board for consideration.

The workstream Interdependencies have been updated and a completed programme interdependency form is being created.

Work has been ongoing to communicate with all staff the values and behaviours that have been agreed, planning on a workshop has been completed and a date set for March.

Exec Directors have been recruited to two directorates:
Economy & Growth – Richard Kenny

Resources & Performance – Nick Bell The Chief Executive post is now being advertised.					
Workstream B: CEX Lead (Matt Gladstone) Comments:					
All CX/Leaders have been contacted in order for any queries on the governance changes to be addressed prior to Board on 22 March. If Board agrees the proposals we should have a focussed CX discussion on transition and implementation of the governance changes at the CX meeting in late March. We should not underestimate the scale of the changes and the importance of full CX awareness and buy-in.					
Workstream B - Key Milestones/Activities this Period:					
1	Transition Plan for new Ways of Board Working to be developed.				
2	Mapping of existing regional groups to take place & CA membership where appropriate added				
3	Embedding the values work completed before Christmas to be actioned – meeting to be arranged with HR, Workstream Lead, Comms Team to ensure plan established.				
4	Interdependencies work to ensure mitigation is included & impacts identified.				
5	Governance Arrangement Paper to be presented to CA Board.				
Workstream B - Key Milestones/Activities Planned for Next Period:					
1	Governance Arrangement Paper to be presented to CA Board March 2023				
2	All Team face to face meeting to take place 2 nd March 2023				
3	Transition Plan for new Ways of Board Working to be developed.				
4	Final interviews for the Chief Executive role to take place				
Workstream B - Project Risks:					
	<table> <tr> <th>Risk Description</th><th>Mitigation</th></tr> <tr> <td>1 Governance Framework not agreed.</td><td>Engagement with all parties sighted in the Ernst & Young audit in agreeing the steps to improve the functioning of partnerships with the CA.</td></tr> </table>	Risk Description	Mitigation	1 Governance Framework not agreed.	Engagement with all parties sighted in the Ernst & Young audit in agreeing the steps to improve the functioning of partnerships with the CA.
Risk Description	Mitigation				
1 Governance Framework not agreed.	Engagement with all parties sighted in the Ernst & Young audit in agreeing the steps to improve the functioning of partnerships with the CA.				
Workstream B Report Completed By:					
<i>Louisa Simpson and Steve Cox</i>					
Completion Date:					
<i>03/03/2023</i>					

Workstream C

Project Description:

To prioritise work to establish a long-term strategy for transport, buses and review the role and functioning of the Business Board.

Project Outcomes:

C1 - A long-term strategy for Transport and Buses is in place that meets the growth needs of the CA area.

C2 - The role and function of the Business Board is fit for purpose in line with Government recommendations.

Workstream Sponsor:	Steve Clarke
Project Manager/s:	Peter Tonks
CEX Lead:	Jo Lancaster
PMO Support:	Heidi Quigley
Agreed Completion Date:	31/01/2023
Forecast Completion Date:	23/06/23* * Other elements of the Workstream will be completed before this date. The LCTP (Local Connectivity Transport Plan) will not be complete until June 2023.

Reporting Period:	01/02/2023 - 28/02/2023	
Workstream C Project Status	This Period:	GREEN
	Previous Period:	AMBER

Workstream C - Project Update: February

Local Transport and Connectivity Plan (LTCP)

Work continues the LTCP elements of the Workstream Project despite the continued delay to the release of guidance from the DfT (Department for Transport). The guidance was due to be released at the end of February, but this is not now expected until at the earliest, sometime in March. Given the gravity and importance of the LTCP as a linchpin and driver for many other strategies both internal to the CA and its Constituent Councils, the Workstream Project Members, supported by the CEX Sponsor, have taken the decision to continue with the current timeline and approve/publish the LTCP on the target date. We will then revisit the Strategy once Guidance is released/clarified. This decision will be cascaded appropriately to all key stakeholders and committees. Given this decision and the belief amongst officers that the informal engagement with DfT officials mean that there will not be any significant misalignment the RAG rating has been moved to Green.

Bus Strategy

The Draft Bus Strategy consultation ended on 24 February 2023. We received over 1,000 responses which will now be considered, and the Strategy updated accordingly. It will then be ready for sign-off and publication in March.

Bus Service Improvement Plan (BSIP)

The BSIP continues to be updated as per the Project Plan and is on target for completion by the end of April when it will then follow standard approval and publication stages. The BSIP is due for final publication in June.

Transport Schemes Review

The review has now commenced and has been aligned with the SAF (Single Assurance Framework) elements of Workstream E to ensure consistency in approach.

Future of the Business Board

Options for the future of the Business Board have now been finalised and have been presented informally to the Business Board where they were well received. The options will now be put forward for formal consideration as follows:

Key Milestone Dates for the Business Board Element as follows:

Task Name	Completion Date
LSM Review/Engagement	Wed 08/03/23
Final Report/Covering Paper to BB (Business Board)	Mon 13/03/23
Submission of BB Governance Proposal to CA Board	Tue 14/03/23
Consideration of BB Governance Proposal at CA Board	Wed 22/03/23

Workstream C: CEX Lead (Oliver Morley) Comments:

Given the importance of the activity, and the informal feedback officers have received from advisors at the DfT I am supportive of the decision to proceed with the development of the LTCP in the absence of the guidance from DfT particularly given the reliance upon the Local Strategy from Constituent Councils.

I agree that the Transport Schemes Review should be aligned with the SAF as in line with the SAF proposal the framework should cover all aspects of work undertaken/governed by the CPCA and it needs be coherent, clear and consistent for Constituent Councils and Partners.

It is good to see progress on reshaping of the Business Board, and the positive feedback from its membership but it is crucial that we continue to monitor progress post-approval to ensure efficient and effective implementation. Ultimately this is about delivery, but the work to date represents good progress.

I agree that the Transport Schemes Review should be aligned with the SAF as in line with the SAF proposal the framework should cover all aspects of work undertaken/governed by the CPCA and it needs be coherent, clear and consistent for Constituent Councils and Partners.

It is good to see progress on reshaping of the Business Board, and the positive feedback from its membership but it is crucial that we continue to monitor progress post-approval to ensure efficient and effective implementation. Ultimately this is about delivery, but the work to date represents good progress.

I am content to move the RAG Status from Amber to Green.

Workstream C - Key Milestones/Activities this Period:

1	Transport Schemes Review Commenced
2	Business Board Options Paper Completed
3	Continued with Draft LTCP
4	Continued with updates to BSIP

5	Bus Strategy Consultation Complete	
Workstream C - Key Milestones/Activities Planned for Next Period:		
1	Updates and publication of Bus Strategy	
2	Transport Schemes Review Continue	
3	Updates to BSIP and LTCP Continue	
4	Business Board Options considered	
Workstream C - Project Issues:		
	Issue Description	Mitigation
Workstream C - Project Risks:		
	Risk Description	Mitigation
1	If LSM require more information, options, or significant rework of the BB Options Paper and/or cannot agree on a specific Option then the target date for approval at CA Board in March may need to be pushed back to June to allow for further development. There is a risk that the implementation of the eventual option chosen will be delayed.	Ongoing implementation could be taken up by Workstream E
Workstream C Report Completed By:		Pete Tonks and Steve Clarke
Completion Date:		28/02/2023

Workstream D

Project Description:

To undertake a strategic review of income projections, including options, to secure sustainability and the possibility of taking more control of the application of funds for identified priorities.

Project Outcomes:

D1 - The CA has identified sustainable income options and has the capacity and capability to proactively develop effective cases for future funding.

Workstream Sponsor:	Robert Emery
Project Manager/s:	Peter Tonks
CEX Lead:	Liz Watts
PMO Support:	Heidi Quigley
Agreed Completion Date:	31/01/2023
Forecast Completion Date:	31/03/2023

Reporting Period:	01/02/2023 - 28/02/2023	
Workstream D Project Status	This Period:	GREEN
	Previous Period:	GREEN

Workstream D - Project Update: February

The Project Status remains Green as the project is on course to deliver the strategic review of income streams and a proposed model of delivery for a co-ordinated Bid Function.

Further Workshops have taken place in February with internal CPCA and Constituent Council colleagues to develop a delivery model for the Bid Function. Considering the key drivers from the CPCA and the requirements from Constituent Councils potential responsibilities of a Bid Function/ Service were drafted, and these were agreed at the most recent Workshop on 22 February 2023 which was attended by representatives from across the different organisations including the CEX Sponsor. These responsibilities include (but not exclusively):

- Strategically focussed horizon scanning (for potential funding opportunities)
- Maintaining lists/details of Projects (Pipeline, Ongoing Bids, Current Works)
- Develop and maintain a bid writing toolkit to include:
- Facilitate collaborative working online via Teams/Slack Channels etc. creating a community of good practice
- Develop 'Pre-Business Cases'
- Develop and maintain end-to-end processes (and expectations) from inception to delivery
- Undertake effective stakeholder management across the Region
- End-to-end progress and performance monitoring
- Assist CPCA and Constituent Councils with Bid Writing & Review prior to submission (additional funding/resource/capacity may be required for this element)

Although the expected tasks and responsibilities that a Bid Function should perform have been agreed, uncertainty regarding the level funding available for the Bid Function means that we are unable to finalise a structured model for delivery. The Workstream Project have therefore agreed that to proceed and meet the completion date for this element of the Improvement Plan, a 'Bid Expert/Co-ordinator' should be recruited (and funded) to begin to develop the Bid Function and undertake some

of the duties listed above (such duties will be prioritised jointly by members of the CPCA and Constituent Councils).

Once there is clarity on funding, and if available, the Bid Function/Service could then be expanded to encompass more responsibilities, following further investigation and development of a robust and sustainable delivery model.

Workstream D: CEX Lead (Liz Watts) Comments:

I agree that the RAG rating should remain Green, however, we need to ensure that the CEXs of Constituent Councils are supportive of recommendations put forward by this workstream as this will inform the final delivery model for a coordinated bid function and subsequently improve its chances of being successful.

Whilst a detailed and final Target Operating Model would be useful to underpin the recommendations and reassure CEXs regarding the responsibilities and reach of a Coordinated Bid Function, it is understandable that this cannot yet be completed until clarity around funding and subsequently scope is achieved.

Workstream D - Key Milestones/Activities this Period:

1	Internal CPCA Workshop
2	Joint CPCA/Constituent Councils Workshop
3	Development of Options for Delivery Model

Workstream D - Key Milestones/Activities Planned for Next Period:

1	PS/JD for Coordinator and Recruitment Options
2	Presentation to CA Board
3	Completion of Strategic Review

Workstream D - Project Issues: None

	Issue Description	Mitigation
1	As we consult with partner councils, an issue emerges that their view of a revised bid function and ours may not be the same and further consultation work may be required to coalesce around an agreed model	All stakeholders must be identified so that they can be engaged effectively and provide valuable input. Representatives from all Constituent Councils attended an initial 'Discovery' Workshop held on 16 January and this and the CA survey will form the basis of future discussion. The inclusion of a collective CEO discussion in our engagement might also be helpful

Workstream D - Project Risks:

	Risk Description	Mitigation
Workstream D Report Completed By:		<i>Pete Tonks and Robert Emery</i>
Completion Date:		<i>28/02/2023</i>

Workstream E

Project Description:

To design and implement an organisation for today's performance, and with the agility to act on emerging demands and opportunities.

Project Outcomes:

E1 - The Combined Authority develops a Single Assurance Framework that reflects agreed organisational values, drives standards and future proofs the organisation.

E2 - A robust and effective Performance Management Framework is in place in support of strategic framework and governance arrangements.

E3 - A comprehensive Risk Management Framework is embedded within corporate governance arrangements.

E4 - In partnership develop an enhanced project management national best practice culture, training, and standards in support of the Single Assurance Framework.

E5 - Create a PMO Offer to support delivery of E1 to E4 that reflects agreed organisational values with an enhanced terms of reference and a strengthened corporate mandate.

E6 - Identify software requirements to support project and performance management approach based on regional need and in support of E1 to E5.

Workstream Sponsor:		Jodie Townsend
Project Manager/s:		Nathan Bunting
CEX Lead:		Paul Medd
PMO Support:		Thomas Farmer
Agreed Completion Date:		31/01/2023
Forecast Completion Date:		31/06/2023
Reporting Period:		01/02/2023 – 28/02/2023
Workstream E Project Status	This Period:	AMBER
	Previous Period:	AMBER

Workstream E - Project Update: February

All the workstream actions are on track for delivery. Nevertheless, due to the vast engagement required on performance, assurance, and risk, it has been decided to maintain an amber status until there is greater certainty of agreement, both on key principles and constituent authority commitment to progress.

The first milestone is the development of a Single Assurance Framework or SAF. Following scoping of other CA models, we have developed some principled models that were shared with CEX on 28 February. Their feedback will be included in a draft model that we will look to develop through a working group made up of officers from across the partner councils during March and April.

Within the SAF will be a Performance Management Framework. The Performance Management Framework first draft has been developed. A consultation with CEX Group has taken place on 28 February and the feedback will be included in the next draft. A range of meetings will then take place with officers at each Constituent Authority to also feed into the document. The document will be shared with partners following this for a consultation, followed then by LSM and A&G engagement in April.

The first Risk Management training session for CPCA staff was successfully delivered on 24 February. Further sessions are to be organised. Executive Team Risk Appetite Socialisation Session

is in place for 21 March, followed by a risk appetite development session in mid-April.

This risk appetite statement will then feed into the Risk Management Strategy. This strategy now has a first draft completed. The key parts of the strategy will be lifted into an internal workshop, followed by engagement with the CEX Group, then A&G. The strategy will ensure our audit actions are resolved.

Following the CEX Group meeting and LSM/A&G, the project and performance software specification will be finalised, and we will begin procurement in April.

A new SharePoint / Teams Site is in development with consultations with each project team taking place regarding structure over the past month. This new structure is in the process of being drawn up for approval by the PMO and then we will be moving into implementation phase in April.

A lessons learned action plan was supported by PARC (Performance & Risk Committee) in February and work will begin on implementation beginning with a workshop with the ARU team. A lessons software has been developed and will be rolled out in March.

A plan to ensure the CA is a fully trained organisation is in place, leading to corporate accreditation and centre of excellence status. Risk, project, and business case training quotes have been received, and we will be going to procure in March. Funding for this has now been secured following the DLUHC submission.

Workstream E: CEX Lead (Paul Medd) Comments:

Timely progress continues to be made across this workstream, whilst recognising there is still more work required to achieve the desired outcomes. A positive engagement session took place with constituent Council Chief Executives and senior officers from the CPCA on Tuesday 28 February. Constructive feedback was received on progress to date and next steps. Overall support was provided for the work undertaken to date.

Workstream E - Key Milestones/Activities this Period:

1	Assurance Framework model options reviewed and consulted with CEXs and Constituent Authorities.
2	Performance Framework first draft completed.
3	Work on Service Plans to feed into Performance Framework begins with template drafted.
4	Risk Management Framework first draft finalised and risk training completed.
5	Delivery of Stakeholder Plan, including CEX Group engagement and contacting Constituent Authorities.

Workstream E - Key Milestones/Activities Planned for Next Period:

1	Continue engagement with Constituent Authorities on performance and assurance
2	Feedback from CEX meeting to be included in first draft of Assurance Framework.
3	Risk Appetite training to take place and included in Risk Management Strategy
4	Risk Management internal workshop to be set up to share key parts of framework prior to engagement with CEX and A&G
5	Feedback from CEX meeting and CA engagement will be included in second draft of Performance Framework

Workstream E - Project Issues:		
	Issue Description	Mitigation
Workstream E - Project Risks:		
	Risk Description	Mitigation
1	Performance and Assurance Framework dependencies leading to delays. Dependencies with: <ul style="list-style-type: none"> - Investment Committee proposal - workstream D future funding approach to bids - Workstream B Governance Framework - Workstream A specific strategic fit criteria - Service plans - performance/project software 	Monitor progress on other workstreams and feed in early work to a draft Performance and Assurance Framework. Change control to be delivered as some of the dependencies will delay this workstream.
2	Funding not available for strengthened corporate mandate for PMO	PMO having discussions with finance and aligned to the budget timescales. DLUH submission funding opportunity has been taken leading to training and software budget.
Workstream E Report Completed By:		<i>Nathan Bunting and Jodie Townsend</i>
Completion Date:		28/02/2023

Workstream F		
Project Description: To map the approach, capacity and arrangements needed to build an effective public relation and influencing delivery operation.		
Project Outcomes: F1 - The Combined Authority performs a demonstrable role in advocacy for the region.		
Workstream Sponsor:		Jon Alsop
Project Manager/s:		Peter Tonks
CEX Lead:		Stephen Moir
PMO Support:		Heidi Quigley
Agreed Completion Date:		31/01/2023
Forecast Completion Date:		30/04/2023
Reporting Period:		01/02/2023 – 28/02/2023
Workstream F Project Status	This Period:	AMBER
	Previous Period:	GREEN
Workstream F - Project Update: February		
<p>The Project Status returns to Amber due to capacity issues within the Project/Communications Team.</p> <p>Although much of the investigative groundwork to develop the Public Affairs, Communications and Engagement Strategy and Action Plan is now complete, due to staff absence, there is little staff capacity within the Communications Team to create the actual Strategy and Plan.</p> <p>Members of the Project Team/Improvement Team with previous experience of Communications and Engagement have agreed to assist with the development of the Strategy and Plan but this will need to run alongside their existing responsibilities under the Improvement Programme. This pushes back delivery of a Strategy and Plan to the end of April 2023 for final review in May. The lead CEO has agreed this revision to the timeline and a CRF will be completed for the March Improvement Group the approval of which will move the RAG to Green.</p>		
Workstream F: CEX Lead (Stephen Moir) Comments:		
<p>I agree that given the capacity issues within the Team, the timeline for the Workstream should be extended to the end of April to allow for the development of a coherent Strategy and Plan. Once completed, the outputs should be socialised appropriately to CEXs and Leaders to ensure expectations are clearly understood in terms of implementation and ongoing support.</p> <p>This function is critical to CPCA and the Region as a whole and therefore it is imperative that the Workstream has input and support from the incoming Head of Policy. It is equally critical that those implementing the Strategy and Plan can provide effective and efficient services and support to the Mayor and Permanent CEX once appointed.</p>		
Workstream F - Key Milestones/Activities this Period:		

1	Review of PA (Public Affairs) Gap Analysis		Item
2	Review of C&E Gap Analysis		
Workstream F - Key Milestones/Activities Planned for Next Period:			
1	Consolidate PA Gap Analysis		
2	Consolidate C&E Gap Analysis		
3	Produce SWOT Analysis		
4	Outline Strategy/Action Plan		
5	Further Stakeholder Engagement including socialising progress with CEXs		
Workstream F - Project Issues: None			
	Issue Description		Mitigation
1	A key member of the Project and Communications Team is currently unavailable due to sickness. This has caused a delay to the development of the PA/C&E Strategy and Plan		Project Manager will work with CA, Comms Team and new Head of Policy to develop Strategy/Plan. CR will be submitted to push back the development of the Strategy and Plan to 30/04/2023
Workstream F - Project Risks:			
	Risk Description		Mitigation
1	If the PA/PR Function is not embedded within the Bid Process/Function (Workstream D) there is a risk that current and future Central Government drivers for investment will be misinterpreted, misunderstood, or simply missed		Ensure these elements are incorporated into the PA/Comms/Engagement Function to monitor potential new funding streams and drivers. Make use of monitoring software and links that are available. Ensure links to Workstream D are properly utilised, particularly aligning the PA/C&E Function to a potential 'Bidding Function'
Workstream F Report Completed By:			Pete Tonks and Jon Alsop
Completion Date:			28/02/2023

March 2023**Proposed reframed Improvement Plan activity that takes account of:**

- Outstanding improvement activity to be delivered – that requires a continued corporate focus
- Additional improvement activity that reflects concerns raised by External Auditor and Best Value Notice (shaded)

To note: where outcomes set out in original improvement plan to Board in October 2022 have progressed sufficiently to move to business as usual; to be embedded and be contained within Directorate business plans and objectives, these are set out on page 6

Proposed reframed Improvement Plan activity March 2023		
Theme B Implement a comprehensive reset of ways of working and align the policy development and pre-board processes to support this		
Project Outcomes:	Position – end of month 3	Next phase
B6 - The culture and operation of the CA supports it as an effective, high performing organisation.	Values and operating principles agreed at CA Board in January. Arrangements / systems across improvement programme not yet built and embedded	Keep as focus in reframed improvement Plan and build into objectives for Executive Team members

B7 - A revised senior leadership structure in place to provide the organisation with clear and effective strategic direction and capacity.	<p>Revised structure in place at tier 2 Recruitment completed for Exec Director roles and commenced for CEX role</p> <p>Need to address the External auditor point about high number of interims- see B10</p>	<p>Focus on recruitment to vacant post and reducing the number of vacancies / roles covered by contract and temporary appointments</p> <p>Progress reported on quarterly basis to DHULC and External Auditor</p>
B8 - External partners recognise that the CA has a culture of effective engagement.	<p>Stock take in Feb/ March to assess perception of change which we use as a base line as this will be the end of the building blocks phase</p> <p>Endeavour to achieve strong partnership working, built on consensus and shared vision.</p>	<p>Assessment to be completed and identified issues fed into the new phase of the improvement plan. The conclusion of which should be a survey of partners to assess change after a further 3 months (end of May 2023)</p>
New activity from IIB, EA, BVN		
B9 – as part of the Constitution review examine the representation on committees for independent councillors	<p>There are a number of independent councilors in the constituent authorities who are not part of a political group and therefore not considered for committee representation in the CA</p>	<p>Considerations of options available to address concerns.</p> <p>Paper to IIB and LSM by 30th June</p>
B10- Address the proportion of total staff that are interim staff employed by the CA	<p>SMT and CEO functions are recruited to – next phase is to address wider vacancies and temp appointments in Exec Team</p>	<p>See outcome for B7</p> <p>Set a max % target for proportion of non-permanent Exec Team HoS posts</p>
Theme C To prioritise work to establish a long-term strategy for transport and buses and review the role and functioning of the Business Board.		

New activity from IIB, EA, BVN		
C3 A review of the mitigations put in place in respect of on demand transport services- in response to concerns raised in the BV notice	Immediate concerns were addressed and noted by EA. Concerning procurement of on-demand transport services.	The next phase will focus upon review and implementation of recommendations, to be completed by June 2023
Theme D To undertake a strategic review of income projections, including options, to secure sustainability and the possibility of taking more control of the application of funds for identified priorities.		
D1 - The CA has identified sustainable income options and has the capacity and capability to proactively develop effective cases for future funding	Workstream activity is largely in place and required coalescing into an agreed framework for future activity. CEX discussed options in Feb2023. Activity will be completed by end of June 2023 Stakeholder engagement underway including funding options	Keep in Improvement Plan as actions not yet complete. Scope fully agreed but no consensus on what the model could look like. Once this consensus is agreed and we have a model this will be moved to be part of workstream E
New activity from IIB, EA, BVN		
D2 Undertake an internal/external review of procurement processes and governance in response to concerns in the BV notice	Concerns raised within the Authority in respect of procurement of services to the Authority.	Review commissioned of procurement processes and governance commissioned and recommendations implemented

Theme E To design and implement an organisation for today's performance, and with the agility to act on emerging demands and opportunities.		
E1 - The Combined Authority develops a Single Assurance Framework that reflects agreed organisational values, drives standards and future proofs the organisation.	Now Corporate plan has been agreed this enables the proposed SAF (Single Assurance Framework) and PMF to be developed with constituent authorities. Best practice research is completed and options presented to CEX in February.	Keep as focus for Improvement activity as this links with focus from BV notice on procurement and project delivery and therefore additional reporting on progress required on monthly basis A preferred model will now be developed for approval
E2 - A robust and effective Performance Management Framework supports strategic framework and governance arrangements.	Research on best practice completed and models for consideration presented to CEX for their guidance and views	The next phase is the scoping, development and implementation of the PMF by the autumn of 2023. Until that data an interim PMF is being developed to provide increased assurance around project and programme delivery
E3 - A comprehensive Risk Management Framework is embedded within corporate governance arrangements.	The risk management audit has been received and implemented to address immediate issues Research on best practice completed and models for consideration presented to CEX for their guidance and views	The next phase will be the implementation of a revised risk management framework- To be scoped by PMO
E4 - In partnership develop an enhanced project management national best practice culture, training, and standards in support	This sequentially follows the adoption of a Single Assurance Framework in June	A comprehensive training package will be developed and budgeted for 2023/24 and will follow the adoption of a Single Assurance Framework in June

of the Single Assurance Framework.		
E5 - Create a PMO (Programme Management Office) Offer to support delivery of E1 to E4 that reflects agreed organisational values with enhanced terms of reference and a strengthened corporate mandate.	This restructure will sequentially follow the adoption of a Single Assurance Framework in June	A full business case setting out the new expanded scope and role of the PMO will be developed in the spring of 2023. The business case to include: <ul style="list-style-type: none"> • Revised structure, roles and responsibilities agreed. • Revised structure and budget to reflect. • Revised JD/PS as appropriate.
E6 - Identify software requirements to support project and performance management approach based on regional need and in support of E1 to E5.	This commission will sequentially follow the adoption of a Single Assurance Framework in June	An interim PM framework has been scoped and is being developed by consultants- the timetable for this to be presented to CEX is April 2023 with implementation to follow after approval A comprehensive scope for the Scope for full revised software support to align to SAF and PMF will be agreed by June 2023 with implementation to follow in the autumn.
New activity from IIB, EA, BVN (and constituent CEXs)		
E7 – Introduce system and approach to report regularly on progress against plan on all key delivery projects	Significant delivery concerns in some of the programmes delivered by the Authority. Concern at the limited level of visibility and reporting on key projects	Ensure all current projects are mapped with clear deliverables and timelines Establish reporting against plan (outcomes and budget) Establish arrangements to manage risks and dependencies

Outcomes set out in original improvement plan to Board in October 2022 that have progressed sufficiently to move to business as usual, to be embedded and be contained within Directorate business plans and objectives

<p>A1 - A clear strategic plan for the Combined Authority (CA) is in place with deliverables to take CA from now until end of current Mayoral Term.</p> <p>A2 - Organisational operating values and principles are in place that inform the approach the CA takes to how it operates.</p> <p>A3 - Insight and evidence are used to assess the state of the region and inform policy direction and priorities for the CA.</p> <p>A4 - The strategic policy framework for the CA is re-established.</p> <p>A5 - The mayor’s operating arrangements and appropriate office support are in place and fit for purpose.</p>	<p>B1 - The Board’s ways of working have been reset to enable it to operate in an effective and strategic manner.</p> <p>B2 - Executive Committee ways of working are reset to enable them to operate more effectively.</p> <p>B3 - Transitional Committee Structure implemented.</p> <p>B4 - Policy space for Board is developed and aligned to the policy development process.</p> <p>B5 - Informal governance mechanisms are in place that reset ways of working with constituents and partners.</p>
<p>C1 - A long-term strategy for Transport and Buses is in place that meets the growth needs of the CA area.</p> <p>C2 - The role and function of the Business Board is fit for purpose in line with Government recommendations.</p>	<p>F1 - The Combined Authority performs a demonstrable role in advocacy for the region.</p>



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Agenda Item No: 4.2

Combined Authority Governance Arrangements

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	25 January 2023
Public report:	Yes
Lead Member:	Mayor Dr Nik Johnson
From:	Jodie Townsend Governance Improvement Lead
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 Combined Authority Board Terms of Reference/ Key Functions set out in Appendix A.b) Approve proposed changes (including Terms of Reference attached at Appendices B to D) to Thematic Committees set out in 3.6.1 to 3.6.6 of this report.c) Approve Terms of Reference for a Human Resources Committee set out in Appendix E.d) Approve the Leaders Strategy Meeting Terms of Reference as set out in Appendix F.e) Approve the creation of the informal advisory groups as noted in 3.9.1 of this report.f) Approve the Calendar of Meetings set out in Appendix G.g) Approve the change in role of the Business Board set out in 3.11 of this report.

- h) Approve Business Board Key Functions and CPCA Membership attached at Appendix H for inclusion in Business Board Terms of Reference
- i) Endorse actions set out in 3.14 to 3.18 of the report in support of progressing new role and functions for the Business Board.

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 review of governance, endorsed by Board in July 2022, provided recommendations designed to reshape the governance framework at the Combined Authority. The Improvement Plan that followed, which was endorsed by the Board on 19 October 2022, incorporates and builds upon the majority of those recommendations.
- 1.2 This report sets out the proposed changes to governance arrangements at the Combined Authority in line with the recommendations within the review of governance and the actions within the Improvement Plan.
- 1.3 The proposed changes are part of a set of improvement actions to bring alignment between the Corporate Plan, Medium Term Financial Plan and supporting governance arrangements.

2. Context

CPCA Governance: Board and Committees

- 2.1 In response to both the review of governance and concerns raised by the external auditors, Workstream B of the Improvement Plan endorsed by Board in October 2022 contains a number of governance arrangement improvement requirements. The proposals within this report seek to deliver Improvement Outcomes B1, B2 and B3 whilst referencing actions to delivering outcomes B4 and B5.
- 2.2 These Improvement Outcomes have interdependencies with Workstream A of the Improvement Plan, particularly in relation to developing a Corporate Plan that takes the Combined Authority to the end of current Mayoral Term alongside identified Mayoral ambitions. The Corporate Plan was agreed by the Board in January 2023.
- 2.3 The Governance Framework must reflect the Strategic Framework and should provide the platform for effective decision-making, strategy development, implementation and appropriate monitoring in line with the Strategic Objectives of the Combined Authority. A key driver behind the proposals has been aligning Corporate Plan responsibilities with the Committee structure.
- 2.4 As previously discussed with Board Members, the principle of alignment within the governance proposals has been maintained. The Board will remain the strategic decision-maker and the following key roles will be the responsibility of the appropriate Board/Committee as follows:

Set strategic objectives	- Combined Authority Board
Approve strategy	- Combined Authority Board
Make strategic decisions	- Combined Authority Board
Develop strategy proposals	- Thematic Board
Implement agreed strategy	- Thematic Board
Operational & delivery oversight	- Thematic Board
Strategic scrutiny	- Overview & Scrutiny Function

CPCA Governance: Role and Functions of the Business Board

- 2.5 Improvement Outcome C2 requires proposals to be developed to ensure that the role and function of the Business Board is fit for purpose and in line with Government recommendations.
- 2.6 Current government policy indicates several clear requirements for LEPs in terms of the role they should play in local economic development. The Levelling Up White Paper highlights the need for public-private partnership in delivering the 12 levelling up missions locally and the parameters for business and skills support have been recast with the coming of the UK Shared Prosperity Fund. Specifically in terms of purpose and functions.
- 2.7 The 2021 LEP integration guidance states the core functions of LEPs should be:
- ☐ Engaging business voice in local strategy
 - ☐ Working with local leaders to carry out strategic economic planning and maintaining a local economic evidence base
 - ☐ Delivering Growth Hub, trade and investment, Careers Hub, SAP and skills evidence, local Digital Skills Partnership activities
 - ☐ Supporting devolution deals
- 2.8 The proposals contained in this report for the future role and functions of the Business Board are in line with the above requirements and fit for purpose from both a CPCA and Business Board perspective.

Objective of Proposals

- 2.9 The proposals set out in this report are expected to deliver the following objectives:
- ☐ Focus the Board as a Strategic body supported by Thematic Committees
 - ☐ Reduce the burden of work on the Board and on Board Members
 - ☐ Empower Thematic Committees, through appropriate delegation, to implement agreed strategy as well as develop proposals for Board consideration
 - ☐ Address 'thematic gaps' identified in the Governance Review by creating an Environment & Sustainable Communities Committee which will pick up ongoing Housing issues
 - ☐ Clarify the role and functions of the Business Board as a strategic business advisory and partnership body
 - ☐ Address conclusions within the Governance Review regarding the CPCA and Business Board relationship and ways of working
- 2.10 The proposals are based on evidence taken from the Review of Governance, the Improvement Framework, a best practice review, a review on the future role of the Business Board undertaken by Metro Dynamics and significant engagement with Council leaders and Chief Executives, the Mayor and CPCA Officers.
- 2.11 The key background to this paper can be found in the Review of Governance and the Improvement Plan, links to both of which are included in section 10 of this report.

3. Governance Arrangement Proposals

Combined Authority Board

- 3.1 The following proposed recommendations in paragraph 3.2 below are made to deliver Improvement Outcome B1: *The Board's ways of working have been reset to enable it to operate in an effective and strategic manner.*
- 3.2 Approve the Combined Authority Board Terms of Reference/ Key Functions set out in **Appendix A** This will help to deliver a Board that is more effective and focused on strategy. The Terms of Reference include:
 - 3.2.1 the Board delegates responsibility to Thematic Committees to implement strategy approved by Board, taking operational decisions within the Policy & Budget Framework
 - 3.2.2 the Board delegates to Thematic Committees approval of items included within an approved Medium Term Financial Plan to be drawn down by the relevant Thematic Committee at the appropriate time., This enables Thematic Committees to move relevant project budgets identified in the MTFP from 'subject to approval' to 'approved'
 - 3.2.3 the Board has the power to call for clarification any delegated decision taken by the Thematic Committee if any Board Member has concerns regarding the cost, reputational risk and/or contentious nature of any decision(s) taken by a Thematic Committee, in line with the process and grounds set out in the Constitution of the CPCA and subject to the statutory powers of the Overview & Scrutiny Committee.
- 3.3 For clarification 3.2.2 delegates authority to Thematic Committees to agree the approval of projects that have been identified within the MTFP and are therefore in compliance with the Corporate Plan.
- 3.4 In regards to 3.2.3, this should not be confused with the statutory power of call-in that sits with the Overview and Scrutiny function. The intention is to provide the Board with an opportunity to intervene in exceptional circumstances by adding an item to a Board agenda for clarification and discussion.

Thematic Committees

- 3.5 The following proposed recommendations from 3.6.1 to 3.6.6 below are made in support of delivering Improvement Outcome B2: *Executive Committee ways of working are reset to enable them to operate in a more effective manner.*
- 3.6 It is recommended that:
 - 3.6.1 the Housing & Communities Thematic Committee be replaced by an Environment & Sustainable Communities Thematic Committee.
 - 3.6.2 the Board delegates oversight of the Greater South East Net Zero Hub and the Sustainable Warmth Programme to the Environment & Sustainable Communities Committee
 - 3.6.3 The quorum for Thematic Committees be amended from 5 voting Members to 4 voting Members

- 3.6.4 The Thematic Committees be chaired by the relevant CPCA Lead Member or their substitute as appointed by the Board
- 3.6.5 The Terms of Reference for the Thematic Committees set out in **Appendices B to D** be approved
- 3.6.6 Two Representatives are appointed by the Business Board to sit on each Thematic Committee as co-opted Members to drive 'Achieving Good Growth' considerations and provide Business representation

Wider Governance Framework

- 3.7 The following proposed recommendation is made in support of delivering Improvement Outcome B3: *Transitional Committee Structure implemented.*
 - 3.7.1 Approve Terms of Reference for a Human Resources Committee set out in **Appendix E**
 - 3.7.2 It should be noted that the proposed Human Resources Committee will replace the existing Employment Committee and will have a different membership as contained within the Terms of Reference.
- 3.8 The following proposed recommendation is made in support of delivering Improvement Outcome B4: *Policy space for Board is developed and aligned to the policy development process.*
 - 3.8.1 Approve the Leaders Strategy Meeting Terms of Reference as set out in **Appendix F**
- 3.9 The following proposed recommendation is made in support of delivering Improvement Outcome B5: *Informal governance mechanisms are in place that reset ways of working with constituents and partners.*
 - 3.9.1 Informal Advisory Groups are established consisting of lead Constituent Council officers and CPCA Officers to support the Thematic Committees as follows:
 - ☐ Place Advisory Group (consisting of Directors of Place or equivalent roles)
 - ☐ Finance Advisory Group (consisting of Directors of Finance)
 - ☐ Education Advisory Group (consisting of Directors of Education and the Regional Schools Commissioner)
 - ☐ Legal & Governance Advisory Group (consisting of Directors of Legal and Monitoring Officers)
 - 3.9.2 Informal Groups are asked to consider wider beneficial membership as required
 - 3.9.3 Informal Advisory Groups key functions will be as follows:
 - ☐ to support the work programme of relevant Thematic Committee
 - ☐ coordinating and monitoring delivery of Thematic specific action plans
 - ☐ to ensure appropriate links and communication channels are developed and maintained between constituent authorities, CPCA, key partners and government agencies
 - ☐ sharing information and good practice to ensure effective, joined up, cross-boundary working and improved performance
 - ☐ forward planning effectively to ensure the timely consideration of issues within the Thematic Committees' remit and to allow for analysis of emerging opportunities and risks and consideration of steps to either exploit or minimise their impact

- ☐ to formulate advice to Members of the Committees on areas within their remit

3.10 It is recommended that the Meeting Calendar as set out in Appendix G for 2023/24 be adopted, noting that the sequencing of meetings has changed following engagement with Members so that the Board meetings are at the end of each meeting cycle.

Business Board

3.10 The following proposed recommendations are made in support of delivering Improvement Outcome C2: *The role and function of the Business Board is fit for purpose in line with Government recommendations.*

3.11 Approve that the purpose of the CPCA Business Board is recast, to transition from being an executive programme board to one providing:

- ☐ strategic business advice to CPCA's Board, Mayor, Committees and officers across all policy areas.
- ☐ advice on the development and shaping of economic strategy and day to day oversight of progress on implementation, on behalf of the CPCA Board who decide on and own the strategy
- ☐ a business voice for Cambridgeshire and Peterborough.

3.12 Approve the Key Functions and CPCA Membership additions at **Appendix H** for inclusion in the Business Board Terms of Reference, noting that the Executive Director for Economy and Growth will, through close working with the Business Board, drive implementation and delivery of the CPCA Priority Area 'Achieving Good Growth' as set out in the CPCA Corporate Plan; and noting the proposed change to CPCA representation on the Business Board be increased to include:

- ☐ the Mayor of the Combined Authority
- ☐ the CPCA Lead Member for Economic Growth
- ☐ the CPCA Lead Member for Skills & Employment

3.13 It is intended that the Business Board will operate with embedded membership, where individual Business Board members lead on specific topics and are embedded within thematic CPCA committees (e.g. skills, transport) where they can contribute the Business voice to decisions with elected members in line with 3.6.6.

3.14 The Board is asked to endorse the following in support of progressing the new role and functions of the Business Board:

- 3.14.1 The Business Board will work with the CPCA public affairs function to identify key opportunities to engage the business community on influencing priorities with Government and maintain a role of developing local business networks to support this.
- 3.14.2 The Chair, Vice Chair and members' roles and responsibilities on the Business Board should be reviewed accordingly to appropriately reflect the content of this report
- 3.14.3 A partnership approach and culture should be established between Boards whereby the Business Board can provide timely advice on decisions to be taken by the CPCA Board.

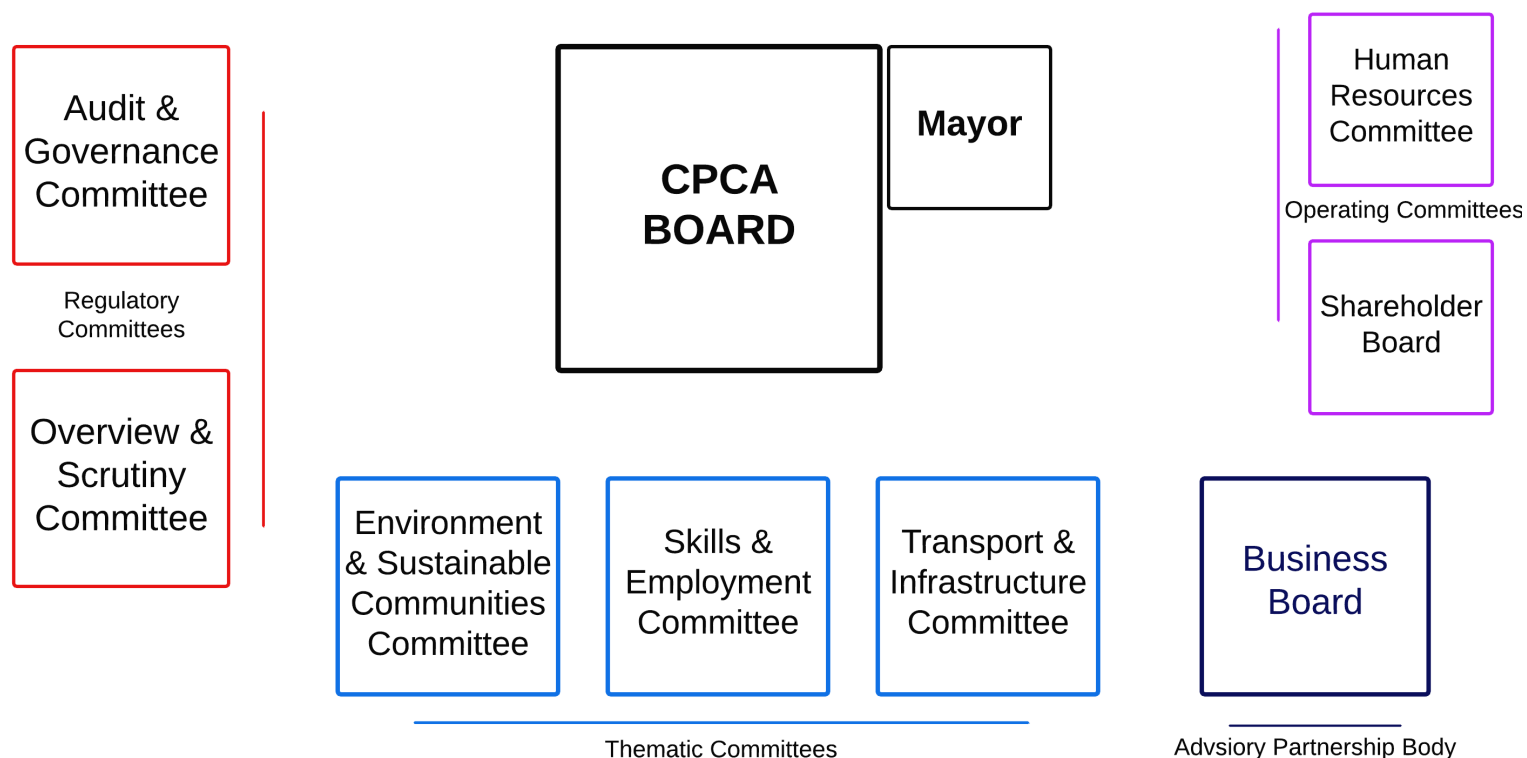
- 3.14.4 Business Board members will create space to have policy and strategy discussions with the CA Board and officers
 - 3.14.5 The Business Board and CPCA Board should have strategic joint meetings twice yearly to exercise oversight over the development and implementation of economic strategy.
 - 3.14.6 The new Executive Director for Economy and Growth will work closely with the Business Board Chair to set strategic direction for the Board along with the Chief Executive and Mayor to align decision-making.
 - 3.14.7 A forum is established for officer scrutiny and management of funding and project delivery with appropriate member oversight
- 3.15 Whilst the workings of the Business Board are a matter for the Business Board itself it is important that it is able to assure the CPCA Board that it is best placed to be the lead business advisory and engagement body in line with the role and Terms of Reference in 3.11 and 3.12 of this report.
- 3.16 It is important therefore that the Business Board has the capability to deliver cross sector and regional geographical business representation for the Combined Authority and is able to engage appropriate business clusters as required by the Combined Authority for intelligence and consultation.
- 3.17 The Business Board will be asked to consider its membership and how it can specifically deliver appropriate sector representation in line with CPCA Corporate Plan requirements, wider geographical and small business representation and matters raised within this report and in **Appendix J** (Metro Dynamics Review into future role and functions of the Business Board). This also includes demonstrating that it can develop the necessary relationships with other business forums in the region such as the Chamber of Commerce and that it has the capability to engage appropriate business sectors/clusters as required by the Combined Authority for key consultations.
- 3.18 The Business Board will be asked to draft a new Terms of Reference and functions that reflects its new purpose, Government's expectations for the functions of an integrated LEP and its role in shaping and supporting implementation of economic strategy. This draft will be presented to a future meeting of the CPCA for approval.

Governance Improvement Actions

- 3.19 In support of the proposals within this report the Board is asked to note the additional governance improvement actions that are being developed:
- ☐ New 'Member Friendly' Board report template and report writing training for report authors
 - ☐ Implementation of a 6 month Forward Plan that reflects the Corporate Plan
 - ☐ Adjusted Board and Committee cycle with longer feed into pre-meeting processes
 - ☐ The Board to move to a 6-8 week cycle
 - ☐ A Member Development Programme proposal developed for consideration
 - ☐ The Mayor supported by CPCA Officers to utilise Mayoral Advisory Groups when appropriate in support of developing Mayoral ambitions

- ☐ Minutes of Thematic Committee meetings to be included in the Agenda Pack for CPCA Board meetings for noting to ensure wider Board awareness of Thematic Committee activity and an opportunity to debate activity if required

3.20 The Combined Authority Governance Structure will appear as follows if the proposals set out in this report are adopted:



4. Background Information

4.1 The evidence base for the proposals within this report is drawn from:

- ☐ The Review of Governance
- ☐ Best Practice comparison work
- ☐ The Improvement Framework
- ☐ Metro Dynamics Business Board Review

4.2 In order to develop this evidence base a significant level of engagement has taken place as follows:

- ☐ Combined Authority Mayor
- ☐ Leaders of each Constituent Authority
- ☐ Chief Executives of each Constituent Authority
- ☐ Overview & Scrutiny Committee
- ☐ Audit & Governance Committee
- ☐ Combined Authority Executive Team
- ☐ Other Mayoral Combined Authority's

4.3 Greater justification in support of the proposals, the key drivers for them and the benefits that can be delivered as a result can be found in the background documents identified in section 10 of this report.

Audit & Governance Committee Considerations

- 4.4 The Audit and Governance Committee is responsible for keeping under review the governance arrangements, such as the constitution, of the Combined Authority and is empowered to make recommendations to the Combined Authority Board. As a result the key proposals within this report were considered by the Audit & Governance Committee on the 13 January 2023.
- 4.5 The comments of the Audit & Governance Committee and how they have been responded to are set out in **Appendix I** of this report.

Significant Implications

5. Financial Implications

- 5.1 Additional costs associated with the proposals as set out in this paper such as those required for Member Development, to provide additional secretariat support to Committees or to fund activities of advisory groups will need to be provided for from within existing revenue budgets and be approved by the Board.

6. Legal Implications

- 6.1 The review of governance arrangements will need to ensure that the recommendations are legal and adhere to processes within the Cambridgeshire and Peterborough Order 2017 and other relevant legislation. When implementing a change in governance it is necessary to comply with the Local Government Acts. Any changes may require an update to the Council's Constitution.

7. Public Health Implications

- 7.1 No Public Health implications have been identified.

8. Environment and Climate Change Implications

- 8.1 No Environmental and Climate Change implications have been identified.

9. Other Significant Implications

- 9.1 No other significant implications have been identified.

10. Background Papers

- 10.1 July 2022 Improvement Assessment Report to Board: [Document.ashx \(cmis.uk.com\)](#)
- 10.2 2022 Review of Governance: [Document.ashx \(cmis.uk.com\)](#)
- 10.3 External Auditor letter to Audit & Governance Committee: [Cambridgeshire & Peterborough Combined Authority - VFM Significant Risk Letter \(cmis.uk.com\)](#)

- 10.4 October 2022 Chief Executive Assessment Report to Board: [Agenda Item No \(cmis.uk.com\)](#) + [Document.ashx \(cmis.uk.com\)](#)
- 10.5 October 2022 Improvement Plan: [Document.ashx \(cmis.uk.com\)](#)

11. Appendices

- 11.1 Appendix A – Proposed Terms of Reference/ Key Functions of the Combined Authority Board
- 11.2 Appendix B – Proposed Terms of Reference for Environment & Sustainable Communities Committee
- 11.3 Appendix C – Proposed Terms of Reference for Skills & Employment Committee
- 11.4 Appendix D – Proposed Terms of Reference for Transport & Infrastructure Committee
- 11.5 Appendix E – Proposed Terms of Reference for Human Resources Committee
- 11.6 Appendix F – Proposed Terms of Reference for Leaders Strategy Meeting
- 11.7 Appendix G – Proposed Meeting Calendar 2023/24
- 11.8 Appendix H – Proposed content for Terms of Reference for Business Board
- 11.9 Appendix I – Audit & Governance Committee comments and response
- 11.10 Appendix J – Metro Dynamics Review of future role and function of the Business Board



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Agenda Item No: 4.2

Appendices A to I

Appendix A	Proposed Terms of Reference/ Key Functions of the Combined Authority Board
Appendix B	Proposed Terms of Reference for Environment & Sustainable Communities Committee
Appendix C	Proposed Terms of Reference for Skills & Employment Committee
Appendix D	Proposed Terms of Reference for Transport & Infrastructure Committee
Appendix E	Proposed Terms of Reference for Human Resources Committee
Appendix F	Proposed Terms of Reference for Leaders Strategy Meeting
Appendix G	Proposed Meeting Calendar 2023/24
Appendix H	Proposed content for Terms of Reference for Business Board
Appendix I	Audit & Governance Committee comments and response



COMBINED AUTHORITY BOARD FUNCTIONS AND RESPONSIBILITIES (TERMS OF REFERENCE & KEY FUNCTIONS)

The Combined Authority Board has collective responsibility for decision-making, acting in the best interests of Cambridgeshire and Peterborough.

Key Functions of the Combined Authority

The following key functions sit within the responsibility of the Combined Authority Board:

- (a) To set, review, keep up to date and revise the long term vision of the Combined Authority
- (b) To agree, review, keep up to date and revise the strategic objectives for the Combined Authority
- (c) To agree key strategy and policy for the Combined Authority
- (d) To adopt, amend or withdraw any major strategy or policy
- (e) To ensure the Combined Authority undertakes statutory and appropriate communication and consultation in the setting of the budget and policy framework
- (f) Overall responsibility for the implementation and delivery of the Corporate Plan, assisted by Thematic Committees in the implementation and delivery of Priority Areas from within the Corporate Plan.
- (g) To drive future devolution and lobbying of Government
- (h) To agree prioritisation and re-purposing of funds
- (i) To agree approval of projects and programmes in line with the Scheme of Delegations
- (j) Approve the Combined Authority Budget and the Mayoral Budget (and related strategy, policy, programmes, borrowing and virements over £500k)
- (k) To agree Transport Levy/ LTCP/ Consultation on the allocation of Local Highways Maintenance Capital Grant
- (l) To appoint the Head of Paid Service (Chief Executive), Monitoring Officer and Chief Finance Officer ("the statutory officers")
- (m) To consider employment matters referred by the Human Resources Committee
- (n) Approve business cases and loans to third party businesses including wholly owned subsidiaries
- (o) Approve applications to bid for external funding where there are wider budgetary implications, or the bid relates to a matter outside the strategic framework
- (p) To exercise General power of competence
- (q) Agree delegations to supporting committees
- (r) Auditing decisions for funding approved by the Business Board for Local Growth Funds, Growth Hub funding, Energy Hub funds and Enterprise Zones funds.
- (s) Responding to Gateway Reviews

In addition the Board is directly responsible for driving output of key deliverables/ performance measures for achieving good growth, and ensuring that Thematic Committees and the Business Board are driving delivery of good growth key deliverables as they relate to each Thematic Committee remit.

The Combined Authority Board retains a number of functions which are reserved for the Board. It can delegated authority to approve, amend or withdraw any major strategy or policy to Thematic Committees in support of delivering its functions.

Functions reserved to the Combined Authority Board

The following functions are reserved to the Combined Authority Board:

Strategy & Policy

- ☐ The adoption of, and any amendment to or withdrawal of any major strategy or policy including the Mayor's growth ambition statement, Corporate Plan, Local Industrial Strategy, Local Transport Connectivity Plan, Skills Strategy and others.

Frameworks

- ☐ The adoption of, and any amendment to or withdrawal of the following framework documents:
 - (a) Assurance Framework
 - (b) Monitoring & Evaluation Framework
 - (c) Performance Management Framework
 - (d) Risk Management Framework

Financial Matters

- ☐ The adoption of, and any amendment to or withdrawal of the following financial documents:
 - (a) The non-mayoral Combined Authority budgets;
 - (b) Approval of carry forward of any underspent balances between financial years;
 - (c) Annual spending plans for the allocation of transport-related funding;
 - (d) Treasury Management Strategy including approval of borrowing limits;
 - (e) Medium Term Financial Plan and Capital Programme
 - (f) Fiscal Strategy to reflect any taxation proposals, such as Business Rates, Local Taxation, and to approve any requests to Government for additional powers.
- ☐ Consultation on the allocation of Local Highways Maintenance Capital Grant
- ☐ Approve budget allocations for feasibility work from the non-transport feasibility fund
- ☐ Approve business cases and loans to third party businesses including wholly owned subsidiaries;
- ☐ Approve applications to bid for external funding where there are wider budgetary implications, or the bid relates to a matter outside the strategic framework.
- ☐ Approval of virements of £500,000 and over;
- ☐ In relation to the Mayor's General Budget, and in accordance with the Budget Framework Procedure Rules (see Chapter – Financial Regulations):
 - (a) The approval of the draft budget (or revised draft budget) or
 - (b) The decision to veto the draft budget (or revised draft budget) and approval of the Mayor's draft budget incorporating the Combined Authority Board's recommendation as the relevant amounts and calculations.

- ☐ Auditing decisions for funding approved by the Business Board for Local Growth Funds, Growth Hub funding, Energy Hub funds and Enterprise Zones funds.

Governance

Decisions related to:

- (a) Adoption and amendment of the Constitution;
- (b) Establishment and membership of Committees and Sub-Committees;
- (c) Establishment and membership of Joint Committees and Commissions;
- (d) Approve the nomination of lead member responsibilities and membership and chairs of thematic committees and sub-committees upon recommendation from the Mayor;
- (e) Approval of Mayoral Allowance and any other allowance schemes;
- (f) Appointment of an Independent Person of the Audit and Governance Committee;
- (g) Appointment of Statutory Officers;
- (h) Delegation of functions to third parties;
- (i) Establishment of Trading Companies;
- (j) Any other matters reserved to the Board.

The Combined Authority shall exercise the general power of competence in relation to any of its functions after having due regard to the advice of the Monitoring Officer and Chief Finance Officer.

The Combined Authority Board exercises the right to call for consideration any decision taken by a Thematic Committee in line with the process and grounds set out in the constitution and subject to the statutory powers of the Overview & Scrutiny Committee, if they believe that decision has not taken into account (a) the level of expenditure (b) potential for reputational risk and/or (c) politically contentious nature of a decision when:

- ☐ Taking a decision as part of implementing a strategy approved by Board
- ☐ taking operational decisions within Policy & Budget Framework
- ☐ approval of items included within an approved Medium Term Financial Plan
- ☐ approval of applications to bid for external funding opportunities where they are within the Combined Authority strategic framework.

Combined Authority Board Member(s) should notify the Monitoring Officer within two working days of the decision being taken if they wish to undertake such consideration.

Voting

Voting arrangements are set out in Chapter 7 (Boards and Committees) of the Constitution.

Membership of the Combined Authority Board

The Combined Authority Board consists of the Members as set out below:

- (a) The Mayor, or Deputy Mayor acting in the Mayor's absence
- (b) An elected Member appointed by each of the Constituent Councils or Substitute Members acting in their place;
- (c) A Representative of the Business Board or Substitute Members acting in their place;
- (d) Co-opted Members (non-voting) invited to attend who shall be present to contribute on issues related to the organisation they represent.

If a Member fails throughout a period of six consecutive months from the date of their last attendance to attend any meeting of the authority, unless the failure was due to some reason approved by the authority before the expiry of that period, they cease to be a Member of the Board.

Executive Bodies

The Combined Authority Board has the power to delegate its functions, which are not reserved to it, to Committees, Sub-Committees, Officers, Joint Committees or other Local Authorities. The Board cannot delegate its functions to individual members of the Board.

Working Groups

The Combined Authority may establish informal working groups. These groups will be non-decision making groups of Officers and Members.

Membership

The Combined Authority shall appoint the membership of all thematic committees, sub-committees, joint committees and working groups, including the appointment of the Chair, Substitute Members and any Co-opted Members. In accordance with Chapter 3, the Mayor shall nominate the membership and chairs of any thematic committees to the Board for approval.

The political balance rules apply to all committees, sub-committees and joint committees where political groups are formed. Where political groups are not formed the Combined Authority has agreed that at least one member of a party not of the same political affiliation as the Mayor shall be appointed to all committees.

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.

Voting arrangements for the Board are set out in the Constitution under *[insert section here]*.

Quorum

The quorum for Combined Authority Board is at least at least five members. These five members must include the Mayor or Deputy Mayor acting in the place of the Mayor and four members or substitute members, appointed by the constituent councils.

Access to Meetings

The Transparency Rules, Forward Plan and Key Decisions apply to all committees, sub-committees and joint committees (see Chapters 6: Decisions; and 10: Access to Information, Information Governance, Data Protection and Complaints). These rules do not apply to working groups and commissions.

Proposed Terms of Reference for the Environment & Sustainable Communities Committee

Environment & Sustainable Communities Committee	
Purpose	<p>Implement and deliver Priority Area – Enabling Resilient Communities as set out in the Corporate Plan</p> <p>Development of thematic strategy and key policy, engaging key stakeholders and partners to develop proposals to assist delivery of the CAs strategic objectives</p> <p>Oversee implementation of thematic strategy and key policy, taking decisions within the strategic and budgetary framework agreed by the Board to deliver strategy and key policy.</p> <p>Drive delivery of key strategic performance measures (as set out in corporate plan and key supporting strategy)</p> <p>Oversight and management of the development and delivery of thematic business cases, programmes and projects, ensuring that they are contributing to the delivery of CA Strategic Objectives and the Annual Business Plan.</p> <p>Ensure all programmes and projects comply with the Assurance Framework and are monitored and evaluated in line with the Monitoring and Evaluation Framework.</p>
Accountable to:	Cambridgeshire & Peterborough Combined Authority Board
Accountable for:	<p>Development, management and implementation of key strategy and policy relevant to remit of Committee, including:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Climate Action Plan (Combined Authority) <input type="checkbox"/> Cambridgeshire & Peterborough Independent Commission on Climate <input type="checkbox"/> Oxford – Cambridge Pan Regional Partnership: Environmental Plan <input type="checkbox"/> Green Homes (including approval of Green Homes Grants) <input type="checkbox"/> Water/Power infrastructure (no strategy developed) <input type="checkbox"/> Non-Statutory Spatial Framework <p>Oversight and management of:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Net Zero Programme <input type="checkbox"/> Sustainable Warmth Programme <input type="checkbox"/> Affordable Housing Programme <p>Performance management of key performance measures from Corporate Plan within remit of the Committee, including:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Reduction in CO2 emissions <input type="checkbox"/> Increase in biodiversity with improvements in both common and red-list species <input type="checkbox"/> Communities able to adapt to climate related impact (eg, flood resilience) <input type="checkbox"/> Healthy Life Expectancy at Birth rates to increase

	<input type="checkbox"/> Reduction in the gap between the healthiest and least healthiest places <input type="checkbox"/> Reduction in percentage of households living in fuel poverty
Membership:	<input type="checkbox"/> Mayor (or their nominee) <input type="checkbox"/> CPCA Lead Member for Housing <input type="checkbox"/> CPCA Lead Member for Environment & Climate Change <input type="checkbox"/> Representative from each Constituent Authority (not represented on Committee through CPCA Lead Member position(s)) <input type="checkbox"/> Business Board Thematic Representative (x2) <p>Co-opted Members of the Combined Authority Board should receive an open invite to all thematic committees to enable them to attend for items of interest. If a co-opted member wishes to attend and speak at the meeting, they should notify the relevant Chair prior to the meeting. The rights and responsibilities of co-opted members as set out in the relevant paragraphs in <i>[insert relevant section of the Constitution]</i> of the constitution apply to committees.</p>
Chair:	The Committee will be jointly chaired on a rotational basis by the CPCA Lead members for Housing and for Environment & Climate Change
Vice Chair:	A vice-chair will be appointed by the Environment & Sustainable Communities Committee.
Voting:	<p>Only the members of the Committee will be entitled to vote at meetings (not co-opted Members), the Chair does not exercise a casting vote.</p> <p>Any matters that are to be decided by the Committee are to be decided by consensus of the Committee where possible. Where consensus is not possible the provisions of the Constitution shall apply as follows:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Each Member of the Committee is to have one vote and no Member including the Chair is to have a casting vote <input type="checkbox"/> Co-opted Members cannot vote <input type="checkbox"/> Any matter put to a vote will be decided on a show of hands. A decision will require a minimum of 4 voting members present and voting
Quorum:	No business shall be transacted unless representatives of four Constituent Authorities or more are present at a meeting
Servicing:	The Committee will be serviced by CPCAs Governance Team
Frequency:	Minimum of 6 meetings per year
Supported by:	<p>The Committee is supported by:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Regional Place Directors Advisory Group
Functions: (key areas of focus under Corporate Plan)	<p>Environment & Climate</p> <ul style="list-style-type: none"> <input type="checkbox"/> Climate Action Plan / Doubling Nature (incl. EVs) <input type="checkbox"/> Alternative Fuel Strategy deliverables <input type="checkbox"/> Sustainable agriculture <input type="checkbox"/> Nature restoration <input type="checkbox"/> Greater South East Net Zero Programme <input type="checkbox"/> Retrofit in Care Homes and Village Halls

	<p>Housing</p> <ul style="list-style-type: none"> <input type="checkbox"/> Maintain the oversight of the build out of the affordable housing programme and the re-payment of the Loan Book Identify housing initiatives and opportunities to deliver regional benefit <input type="checkbox"/> Identify housing initiatives and opportunities to deliver regional benefit <p>Infrastructure</p> <ul style="list-style-type: none"> <input type="checkbox"/> Power and water sufficiency (e.g. reservoir, renewable energy grid) <input type="checkbox"/> Preservation of infrastructure (e.g. dykes) <p>Social/ Communities</p> <ul style="list-style-type: none"> <input type="checkbox"/> Enabling creative industries <input type="checkbox"/> Sustainable Warmth <input type="checkbox"/> Supporting partner culture bids, e.g. City of Cambridge Culture <p>The Committee can approve projects detailed in the Medium Term Financial Plan marked subject to approval.</p>
Lead Member Functions:	<p>Support the Lead Member for Housing and the Lead Member for Environment & Climate Change by:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Providing advice and support to CPCA activity <input type="checkbox"/> Helping engage with wider stakeholder networks and activity <input type="checkbox"/> Identify and scale up existing good practice within the CPCA region, including cross portfolio working, improvements and initiatives <input type="checkbox"/> Identify and secure resources to deliver new opportunities
Review:	<p>Reviewed annually and/or following adoption of new Corporate Plan</p> <p>The review process will include consideration of co-opted membership that will support the Committees remit</p>

Skills & Employment Committee	
Purpose	<p>Implement and deliver Priority Area – Ambitious Skills & Employment Opportunities as set out in the Corporate Plan</p> <p>Development of thematic strategy and key policy, engaging key stakeholders and partners to develop proposals to assist delivery of the CAs strategic objectives</p> <p>Oversee implementation of thematic strategy and key policy, taking decisions within the strategic and budgetary framework agreed by the Board to deliver strategy and key policy.</p> <p>Drive delivery of key strategic performance measures (as set out in corporate plan and key supporting strategy)</p> <p>Oversight and management of the development and delivery of thematic business cases, programmes and projects, ensuring that they are contributing to the delivery of CA Strategic Objectives and the Annual Business Plan.</p> <p>Ensure all programmes and projects comply with the Assurance Framework and are monitored and evaluated in line with the Monitoring and Evaluation Framework.</p>
Accountable to:	Cambridgeshire & Peterborough Combined Authority Board
Accountable for:	<p>Development, management and implementation of key strategy and policy relevant to remit of Committee, including:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Employment and Skills Strategy <input type="checkbox"/> Work, Health and Wellbeing Strategy <p>Oversight and management of:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Devolved Adult Education Budget <input type="checkbox"/> Other Government funded programmes (Multiply, Skills Bootcamps) <p>Performance management of key performance measures from Corporate Plan within remit of the Committee, including:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Closing the skills gap with the national average for: a) Peterborough b) Fenland c) pockets within wider Cambridgeshire <input type="checkbox"/> An increase in % of the population qualified to Levels 2, 3 and 4, and high qualifications <input type="checkbox"/> Reduced difference in household income between most deprived and least deprived areas <input type="checkbox"/> Increase in percentage of population in well-paid employment <input type="checkbox"/> Improved health and wellbeing as measured by ONS Health Index
Membership:	<ul style="list-style-type: none"> <input type="checkbox"/> Mayor (or their nominee) <input type="checkbox"/> CPCA Lead Member for Skills & Employment <input type="checkbox"/> Representative from each Constituent Authority (not represented on Committee through CPCA Lead Member position(s))

	<input type="checkbox"/> Business Board Thematic Representative (x2) <p>Co-opted Members of the Combined Authority Board should receive an open invitation to all thematic committees to enable them to attend for items of interest. If a co-opted member wishes to attend and speak at the meeting, they should notify the relevant Chair prior to the meeting. The rights and responsibilities of co-opted members as set out in the relevant paragraphs in [insert section] of the constitution apply to committees.</p>
Chair:	The Committee will be chaired by the CPCA Lead member for Skills & Employment
Vice Chair:	A vice-chair will be appointed by the Skills & Employment Committee.
Voting:	<p>Only the members of the Committee will be entitled to vote at meetings (not co-opted Members), the Chair does not exercise a casting vote.</p> <p>Any matters that are to be decided by the Committee are to be decided by consensus of the Committee where possible. Where consensus is not possible the provisions of the Constitution shall apply as follows:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Each Member of the Committee is to have one vote and no Member including the Chair is to have a casting vote <input type="checkbox"/> Co-opted Members cannot vote <input type="checkbox"/> Any matter put to a vote will be decided on a show of hands. A decision will require a minimum of four voting members present and voting
Quorum:	No business shall be transacted unless representatives of four Constituent Authorities or more are present at a meeting
Servicing:	The Committee will be serviced by CPCAs Governance Team
Frequency:	Minimum of 6 meetings per year
Supported by:	<p>The Committee is supported by:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Employment & Skills Board <input type="checkbox"/> Education Advisory Group
Functions: (key areas of focus under Corporate Plan)	<p>Enhancing Careers Education, Information, Advice and Guidance</p> <ul style="list-style-type: none"> <input type="checkbox"/> Cambridgeshire & Peterborough Careers Hub <input type="checkbox"/> Influencing national providers of Careers <input type="checkbox"/> Lobbying Government for an all age careers service <p>Delivery of Lifelong learning and workforce skills</p> <ul style="list-style-type: none"> <input type="checkbox"/> Continue to target the delivery of the Skills Fund (AEB and Free Courses for Jobs) <input type="checkbox"/> Skills Bootcamps to better meet local need <input type="checkbox"/> Improve numeracy and number-confidence among our citizens through delivery of Multiply <p>Employer engagement and access to talent</p> <ul style="list-style-type: none"> <input type="checkbox"/> Implementing a Health & Work Strategy to address economic inactivity and productivity <input type="checkbox"/> Delivering Growth Works with Skills

	<p>Lobbying for a second Skills Devo Deal that strengthens our current programme and delivers greater impact. Our asks: Item 4.2</p> <ul style="list-style-type: none"> <input type="checkbox"/> A simplified Single devolved revenue budget for all skills programmes <input type="checkbox"/> A Single devolved capital budget for all skills infrastructure funding streams <input type="checkbox"/> A Single devolved Careers budget <p>Building Skills Infrastructure</p> <ul style="list-style-type: none"> <input type="checkbox"/> FE Cold Spots <input type="checkbox"/> ARU Peterborough Phase 3 <input type="checkbox"/> Centre for Green Technology at Peterborough College <input type="checkbox"/> Net Zero Centre at Wisbech <input type="checkbox"/> North Cambridgeshire Training Centre <p>Generic</p> <ul style="list-style-type: none"> <input type="checkbox"/> Provide leadership in developing an approach to future devolution of powers from Government to the region on matters of Skills and Employment <input type="checkbox"/> To consider and advise upon major policy change <p>The Committee can approve budgets and projects detailed in the Medium Term Financial Plan marked subject to approval including:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Approval of employment projects detailed in approved MTFP <input type="checkbox"/> Approval of AEB Budget as detailed in MTFP <input type="checkbox"/> Approval of commissioning of delivery partners where this is required and authorise the staged release of budget for education and skills projects detailed in and funded from the MTFP
Lead Member Functions:	<p>Support the Lead Member for Skills and Employment by:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Providing advice and support to CPCA activity <input type="checkbox"/> Helping engage with wider stakeholder networks and activity <input type="checkbox"/> Identify and scale up existing good practice within the CPCA region, including cross portfolio working, improvements and initiatives <input type="checkbox"/> Identify and secure resources to deliver new opportunities
Review:	<p>Reviewed annually and/or following adoption of new Corporate Plan</p> <p>The review process will include consideration of co-opted membership that will support the Committees remit</p>

Transport & Infrastructure Committee	
Purpose	<p>Implement and deliver Priority Area - Improving Connectivity as set out in the Corporate Plan</p> <p>Development of thematic strategy and key policy, engaging key stakeholders and partners to develop proposals to assist delivery of the CAs strategic objectives</p> <p>Oversee implementation of thematic strategy and key policy, taking decisions within the strategic and budgetary framework agreed by the Board to deliver strategy and key policy.</p> <p>Drive delivery of key strategic performance measures (as set out in corporate plan, the LTCP and key supporting strategies)</p> <p>Oversight and management of the development and delivery of thematic business cases, programmes and projects, ensuring that they are contributing to the delivery of CA Strategic Objectives and the Annual Business Plan.</p> <p>Ensure all programmes and projects comply with the Assurance Framework and are monitored and evaluated in line with the Monitoring and Evaluation Framework.</p>
Accountable to:	Cambridgeshire & Peterborough Combined Authority Board
Accountable for:	<p>Development, management and implementation of key strategy and policy relevant to remit of Committee, including:</p> <ul style="list-style-type: none"> <input type="checkbox"/> The Local Transport and Connectivity Plan suite of policy and strategic documents including implementation plans <input type="checkbox"/> Bus Strategy and implementation of appropriate passenger transport framework <input type="checkbox"/> Transport budget, including any transport levy <input type="checkbox"/> Annual programme of strategic transport and infrastructure projects <input type="checkbox"/> Delegation of passenger transport functions to delivery partners <p>Oversight and management of:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Agreements with the Minister or strategic highways companies for the exercise of functions relating to the strategic transport and infrastructure networks <input type="checkbox"/> Strategic relationships with national bodies (Network Rail, Great British Railways, National Highways), utility providers and other key stakeholders <input type="checkbox"/> Delegation of passenger transport functions to delivery partners <p>Performance management of key performance measures from Corporate Plan within remit of the Committee, including:</p> <ul style="list-style-type: none"> <input type="checkbox"/> LTCP Performance Measures <input type="checkbox"/> Increasing public transport usage and sustainable travel connectivity <input type="checkbox"/> Reduction in numbers of people killed or seriously injured on region's roads

	<input type="checkbox"/> Reduced congestion on major roads <input type="checkbox"/> Measurable improvement in connectivity for 'left behind' areas
	Item 4.2
Membership:	<input type="checkbox"/> Mayor (or their nominee) <input type="checkbox"/> CPCA Lead Member for Transport <input type="checkbox"/> Representative from each Constituent Authority (not represented on Committee through CPCA Lead Member position(s)) <input type="checkbox"/> Business Board Thematic Representative (x2) <p>Co-opted Members of the Combined Authority Board should receive an open invite to all thematic committees to enable them to attend for items of interest. If a co-opted member wishes to attend and speak at the meeting, they should notify the relevant Chair prior to the meeting. The rights and responsibilities of co-opted members as set out in the relevant paragraphs in [insert section] of the constitution apply to committees.</p>
Chair:	The Committee will be chaired by the CPCA Lead Member for Transport
Vice Chair:	A vice-chair will be appointed by the Transport & Infrastructure Committee
Voting:	<p>Only the members of the Committee will be entitled to vote at meetings (not co-opted Members), the Chair does not exercise a casting vote.</p> <p>Any matters that are to be decided by the Committee are to be decided by consensus of the Committee where possible. Where consensus is not possible the provisions of the Constitution shall apply as follows:</p> <input type="checkbox"/> The committee shall apply the weighted voting rights that the Combined Authority Board applies to transport matters as set out in the committee procedure rules.
Quorum:	No business shall be transacted unless representatives of four Constituent Authorities or more are present at a meeting
Servicing:	The Committee will be serviced by CPCAs Governance Team
Frequency:	Minimum of 6 meetings per year
Supported by:	<p>The Committee is supported by:</p> <input type="checkbox"/> Transport Advisory Group
Functions: (key areas of focus under Corporate Plan)	<p>Transport Functions (recommendations to Board)</p> <input type="checkbox"/> The Local Transport & Connectivity Plan (Suite of policy and strategic documents including implementation plans) <input type="checkbox"/> Bus Strategy and implementation of appropriate passenger transport framework <input type="checkbox"/> Transport budget, including any transport levy <input type="checkbox"/> Annual programme of strategic and sustainable transport and infrastructure projects <input type="checkbox"/> Delegation of passenger transport functions to delivery partners <input type="checkbox"/> Assessment of innovative forms of transport to allow for the potential appropriate implementation within the region <input type="checkbox"/> Spending plans or plans for the allocation of transport-related funding

	<p>Accessibility</p> <ul style="list-style-type: none"> <input type="checkbox"/> Reform the bus network (including assessing bus framework options, including franchising) and bus sustainability <input type="checkbox"/> Rail and station improvements <input type="checkbox"/> Road enhancements and improvements <input type="checkbox"/> Strategic freight improvements <input type="checkbox"/> Other transport planning initiatives, including fiscal measures, neighbourhood improvements <input type="checkbox"/> Alternative vehicles infrastructure, such as electric and hydrogen <input type="checkbox"/> Road safety - Vision Zero and junction upgrades <p>Active Travel</p> <ul style="list-style-type: none"> <input type="checkbox"/> Cycling schemes <input type="checkbox"/> Micro-mobility <input type="checkbox"/> Walking routes <p>Digital Connectivity Infrastructure</p> <ul style="list-style-type: none"> <input type="checkbox"/> Digital resilience <input type="checkbox"/> Smart streets and towns <input type="checkbox"/> Broadband and mobile <p>Generic</p> <ul style="list-style-type: none"> <input type="checkbox"/> Provide leadership in developing an approach to future devolution of powers from Government to the region on matters of Transport <input type="checkbox"/> Lobbying of government and sub national transport bodies <input type="checkbox"/> To consider and advise upon major policy change <input type="checkbox"/> To bid for funds made available by government <input type="checkbox"/> Respond to key transport consultations that will impact on the Combined Authority <p>The Committee can approve budgets and projects detailed in the Medium Term Financial Plan marked subject to approval including:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Approval of Transport projects detailed in approved MTFP <input type="checkbox"/> Approving the commissioning of delivery partners where this is required and authorising the staged release of budget for transport and infrastructure projects in the Business Plan and funded from allocation within the Medium Term Financial Plan.
Lead Member Functions:	<p>Support the Lead Member for Skills and Employment by:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Providing advice and support to CPCA activity <input type="checkbox"/> Helping engage with wider stakeholder networks and activity <input type="checkbox"/> Identify and scale up existing good practice within the CPCA region, including cross portfolio working, improvements and initiatives <input type="checkbox"/> Identify and secure resources to deliver new opportunities
Review:	<p>Reviewed annually and/or following adoption of new Corporate Plan. The review process will include consideration of co-opted membership that will support the Committees remit.</p>

Item 4.2

Human Resources Committee	
Purpose	<p>To discharge the functions of the authority in respect of the appointment, dismissal or other disciplinary action relating to the Chief Officers in accordance with the Constitution and any relevant employment policies and procedures.</p> <p>Development, management and review of human resources policy to assist delivery of the CAs strategic objectives.</p>
Accountable to:	Cambridgeshire & Peterborough Combined Authority Board
Accountable for:	<p>Development, approval management and implementation of Human Resources Policy.</p> <p>To make recommendations to the Combined Authority Board on the appointment of the Head of Paid Service (Chief Executive), Monitoring Officer and Chief Finance Officer (“the statutory officers”)</p> <p>To determine:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Appointment of Chief Officers <input type="checkbox"/> Approval of new Human Resources Policies <input type="checkbox"/> To take disciplinary action falling short of dismissal against the statutory officers and to suspend and keep under review any suspension of those statutory officers <input type="checkbox"/> To take disciplinary action against Chief Officers in circumstances capable of resulting in the dismissal of those officers and to suspend and keep under review any suspension of those officers <input type="checkbox"/> To determine appeals by Chief Officers against decisions made in relation to grievance proceedings <input type="checkbox"/> To determine employment procedures for the officers of the Combined Authority, including dismissal and redundancy procedures <input type="checkbox"/> To determine local terms and conditions of employment for officers of the Combined Authority <input type="checkbox"/> Oversee whistleblowing and grievance policy and practice
Membership:	<ul style="list-style-type: none"> <input type="checkbox"/> Mayor (or their nominee) <input type="checkbox"/> Representative appointed by each Political Party represented at Combined Authority Board
Chair:	The Committee will be chaired by the Mayor or their nominee
Vice Chair:	A vice-chair will be appointed at a Committee meeting at which appropriate CPCA Lead Members are not present
Voting:	Voting is by a show of hands and shall be decided by a majority of those present and voting.
Quorum:	No business shall be transacted unless representatives of 3 Constituent Authorities or more are present at a meeting
Servicing:	The Committee will be serviced by CPCAs Governance Team

Frequency:	Called as and when required
Supported by:	<div>Item 4.2</div> <p>The Committee is supported by:</p> <ul style="list-style-type: none"> <input type="checkbox"/> The Combined Authority's Director/Head/Manager of Human Resources or their representative
Functions: (key areas of focus under Corporate Plan)	<p>Key functions for the Committee to undertake:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Review and agree all new HR policies. Any amendments that are due to legislative changes or are minor operational matters will be implemented in consultation with Trade Unions and Executive Team <input type="checkbox"/> Establish and undertake, as required, a Statutory Officer Investigatory Panel with authority to make recommendations to the Combined Authority as to the dismissal arising from disciplinary action [as defined at paragraph 2.2 below] of any of the statutory officers. The membership of this Panel shall be as set out in the Officer Employment Procedure Rules <input type="checkbox"/> Consider, and recommend appropriate actions where necessary, in response to proposals relating to changes within a Department's/Division's structure which involve substantial changes in the responsibilities of the Head of Paid Service [Chief Executive] and Chief Officers. <input type="checkbox"/> Promotion and pursuit of policies of equal opportunities in employment <input type="checkbox"/> Determine policies relating to local government pensions and discretionary compensation for early termination of employment. Upon the commencement of the Restriction of Public Sector Exit Payments Regulations to approve applications for waivers under the Regulations.
Review:	<p>Reviewed annually and/or following adoption of new Corporate Plan</p> <p>The review process will include consideration of co-opted membership that will support the Committees remit</p>

Leaders Strategy Meeting		Item 4.2
Purpose	<p>To act as the political policy and strategy development forum for the Combined Authority</p> <p>To engage, brief and prepare Board Members</p>	
Membership:	Combined Authority Board Membership	
Chair:	CPCA Mayor	
Supported by:	<p>CPCA Executive Team</p> <p>Regional Chief Executives Group</p>	
Servicing:	The Committee will be services by CPCAs Chief Executive Unit	
Frequency:	Monthly, with a minimum of 3 in-person meetings per year	
Functions: (key areas of focus under Corporate Plan)	<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 <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 own 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 Thematic Committees <input type="checkbox"/> To provide oversight of delivery (project pipeline progress and challenges, learning, benefits realised) 	

Appendix G – Proposed Meeting Calendar 2023/24

CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY MEETING CARD - 2023/24

		2023								2024					
MEETING	TIME	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June
Combined Authority Board	10:00 am			26	[30]	20	[18]	29		31	[28]	20	[24]		
Annual Combined Authority Board	10.00 am	31													5
Committees															
Transport and Infrastructure	10.00 am		14	12		13		15		17		13			19
Skills	10:00 am		5	3		4		6		15		4			10
Environment & Sustainable Communities	10:00 am		12	10		11		13		22		11			17
Overview and Scrutiny	11:00 am		19	24	[25]	18	[16]	27		29	[26]	18	[22]		3
Audit and Governance	10:00 am		9	7		8		17		12	9	8			7
Employment Committee	10:00 am			[5]			[4]				[5]				
Business Board	14:30 pm	15		10	[14]	4	[2]	13		15	[5]	4	[15]	20	
Leaders Strategy Meetings		10	28		[2]&30	27		1	13	3	[7]&21	27	17	8	
CACEG Meetings		3	21	26	23	13	25		6	30	14	[19]	10	1	
Other Bodies															
Fire Authority	14:00 pm		15					9			8				20
Cambridgeshire Public Service Board (uns	09:30 am														
GCP Joint Assembly	14:00 pm		8			7		23							
GCP Executive Board	16:00 pm		29			28			14						
Local Government Association Board			7	19		6	18		7	24		6	17		
Cambridgeshire CC Full Council	10:30 am	16		18			17		19		6 [9]	19		21	
Cambridge City Council Full Council	18:00 pm	25		20			19				22/29			23	
East Cambridgeshire DC Full Council	18:00 pm	25		13			19				20 [22]		18	23	
Fenland DC Full Council	16:00 pm	22		10			2		11		26			13	
Huntingdonshire DC Full Council	19:00 pm	17		19			11		13		21	27			
Peterborough CC Full Council	18:00 pm	22													
South Cambridgeshire DC Full Council	14:00 pm	25		21		22		24			21	30			
Conferences															
Conservative Party Annual Conference							1-4								
Labour Party Annual Conference							8-11								
Liberal Democrat Annual Conference						23-26									

Board meets Bi Monthly on a Wednesday. No meeting in December
 Overview and Scrutiny to meet the Monday before the Board
 Audit and Governance Committee to meet on a Friday
 Business Board - Monday 2 weeks ahead of CA Board
 Transport, Housing and Skills Committees Bi Monthly

Cambridgeshire & Peterborough Business Board

Purpose

The Business Board:

- ☐ sits as the strategic business voice to the Combined Authority Board, Mayor, Committees and Officers. Providing strategic business advice on economy, business, skills, transport, housing, UKSPF and future devolution deals
- ☐ act as the lead business voice to the Combined Authority for the region, representing business to the CPCA
- ☐ take the lead role in developing economic growth strategy iterations for the CPCA through close working with the Executive Director for Economic Growth and the relevant Combined Authority Lead Member for Economic Growth
- ☐ develop proposals for strategy and key policy for Combined Authority Board consideration, engaging key stakeholders and partners in order to assist delivery of the CPCAs strategic objectives
- ☐ provide advice on the development and shaping of economic strategy and day to day oversight of progress on implementation, on behalf of the CPCA Board who decide on and own the strategy
- ☐ engage specific business sectors as and when required to provide advice, guidance and responses to consultation to the Combined Authority
- ☐ members individually act as sector champions for their areas of expertise – leading on engaging with local and national networks, bringing insight into CA discussions, and supporting stakeholder engagement with CA officers on specific pieces of work
- ☐ works with the Combined Authority to identify key opportunities to engage the business community on influencing priorities with Government and maintain a role of developing local networks to support this

Combined Authority Representation

The Combined Authority provide the public Sector representation on the Business Board. That representation be as follows:

- ☐ Mayor of the Combined Authority
- ☐ CPCA Lead Member for Economic Growth
- ☐ CPCA Lead Member for Skills & Employment

Key Functions

- ☐ Strategic business voice to the Board, Mayor and CA committees on economy, business, skills, transport, housing, UKSPF and future devolution deals
- ☐ Engagement with Government and national bodies/networks as agreed with CPCA
- ☐ Oversight and strategic direction of business support (currently delivered through Growth Works programme), inward investment, R&D and innovation
- ☐ Lead partnerships on good business practices and inclusive growth – e.g. a Good Employment Charter, Living Wage commitments for local businesses

- Contribute to and advise on CPCA economic and skills evidence base, playing a lead role in the development of state of the region assessments Item 4.2
- Supporting implementation of CPCA strategies

CPCA Corporate Plan Key Functions

- support the Executive Director for Economic Growth to drive implementation and delivery of CPCA Priority Area – Achieving Good Growth as set out in the CPCA Corporate Plan
- provide operational oversight of Achieving Good Growth Priority Area and associated strategy, policy and performance
- Through close working with the CPCA develop, manage and implement key sector strategy such as:
 - o Agri-Tech Sector Strategy
 - o Life Sciences Sector Strategy
 - o Advanced Manufacturing and Materials Strategy
 - o Digital Sector Strategy
- Provide operational oversight of implementation of key deliverables and performance measures of CPCA Priority Area – Achieving Good Growth as set out in the CPCA Corporate Plan

Appendix I – Audit & Governance Committee comments and response

The Audit and Governance Committee is responsible for keeping under review the governance arrangements, such as the constitution, of the Combined Authority and is empowered to make recommendations to the Combined Authority Board. As a result the key proposals within this report were considered by the Audit & Governance Committee on the 13 January 2023.

The comments of the Audit & Governance Committee and how they have been responded to are set out as follows:

(A&G comment) There was confusion about the way that the voting arrangements were articulated in the draft. The Committee could not support the proposals as currently presented, ie that only Members of the Board would be entitled to vote, as their understanding was that the new thematic committees were there to reduce the workload of the CA Board. However, the Committee was supportive of the general move to thematic committees and the delegation of work if they were given the ability to vote.

(Response) The intention has always been that Committee membership will have one vote each with co-opted membership of Thematic Committees not having a vote at present, although this has been suggested as a key topic for review when terms of reference are reviewed. This will lead to wider councillor membership of thematic committees and help reduce the burden on Leaders, although they will act as Chairs of thematic committees where their CPCA Lead Member role is relevant. Accepting that the wording in each Thematic Committee terms of reference can be clearer it has been amended to provide clarity.

(A&G comment) The terminology be reviewed so that there was a consistent approach rather than, for example, the alternating use of thematic, and executive, committees.

(Response) Terminology has been reviewed and thematic committee has been used throughout to ensure consistency.

(A&G comment) The Monitoring Officer confirmed that under the terms of the 2017 order that Combined Authorities were unable to pay allowances. However, in order to assist the Constituent Councils with their own remuneration deliberations, the CPCA should provide assessments of the work involved in Committee roles.

(Response) This is a matter separate from content of the report and will be picked up by the Monitoring Officer.

(A&G Comment) The CA Board would have to take particular care of conflicts of interest when ratifying the appointments of Chairs of the Committee, given that constituent councils were likely to put forward members with experience and ability in these roles who likely sat on other committees and boards.

(Response) This is a matter separate from content of the report and will be picked up by the Monitoring Officer Item 4.2

(A&G comment) It was not clear how the concept of informal advisory groups would work in practice and how they linked in with the Committees. It was felt it would be useful to include information on who calls for these groups, how their brief was set and how they were organised. It was suggested that in six months' time and in the light of some experience, further clarity on their operation should be provided.

(Response) Key to resetting the ways of working at the Combined Authority is the informal governance mechanisms. The Combined Authority will be most effective when it is intertwined with the workings of its Constituent Councils, the informal governance arrangements look to drive this, they 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.

This was highlighted in the Review of Governance.

Informal governance refers to the supporting officer groups that assist the governance structure, those groups should reflect appropriate constituent council officer membership alongside that of the CA and key partners. Other Combined Authorities engaged as part of the Review of Governance identified informal governance bodies within their governance frameworks and set out the positive value that they added to the governance process.

The purpose of such groups would be:

- to support the work programme of relevant Thematic Committee
- coordinating and monitoring delivery of Thematic specific action plans
- ensure appropriate links and communication channels are developed and maintained between constituent authorities, CPCA, key partners and government agencies
- sharing information and good practice as necessary to ensure effective joined up, cross-local authority boundary working and improved performance - forward planning effectively, to ensure the timely consideration of issues within the Thematic Committees remit and to allow for analysis of emerging opportunities and risks and consideration of steps to either exploit or minimise their impact

A 6 month review of Advisory Groups will be built into ongoing review arrangements as suggested.

(A&G comment) The Board needed to establish resource requirements and make suitable financial provision to deliver the Governance requirements.

(Response) This is a matter for the Board.

(A&G comment) The Key Functions of the CA Board (as shown in Appendix A to the report) be amended so that they better captured the requirements of the Authority's response to the concerns expressed in the External Auditor's letter of 1 June 2022. These include:

- Item 4.2
- a. *That the CA Board's responsibility for driving performance of key deliverables and performance measures for good growth be elevated to a Key Function and included in the list (a)- (q), and reflected throughout the terms of reference.*

(Response) This has been added

- b. *A dynamic element to the key functions be included so that for example (a) should read to set, review, keep up to date and revise the long term vision of the CA.*

(Response) This has been added

- c. *That a substantive reference to communication and consultation be included as, for example, consultation on the Budget was a statutory responsibility*

(Response) This has been added

- d. *That the wording of (n) - to exercise General power of competence - be exemplified with a much clearer and stronger statement as to its meaning.*

(Response) There is already a reference in the Board details which separately from the key functions list states that The Combined Authority shall exercise the general power of competence in relation to any of its functions after having due regard to the advice of the Monitoring Officer and Chief Finance Officer. It is the intention for the guide to the constitution to pick up a definition.



CPCA Business Board review

Final report

Purpose of this report

This is the final report of a review into the CPCA Business Board, and it sets out findings and recommendations for consideration and discussion among Business Board and CPCA Board members.

In carrying out this review we have engaged with Business Board members as well as CA Board members and senior officers, reviewed CA strategies and priorities, and looked at experience from other CA areas in England. The findings were discussed and further developed at a Joint CPCA and Business Board meeting in December 2022.

Metro Dynamics was commissioned to undertake this review on behalf of CPCA with the aim of reviewing the role and purpose of the Business Board and to plan for the next phase of its work. We agreed with officers and the Business Board Chair at the outset of this work that the key question to be addressed was what should the public, private, business and economic partnership look like in the CPCA in the context of policy and governance change, and economic uncertainty?

In addressing this question, we have covered the following aspects of the Business Board's role:

- the strategic context – CPCA's improvement agenda and governance reforms, implementation of its economic strategy, and evolving Government policy on LEPs, devolution and local economic strategy
- the purpose and functions of the Business Board in a changing policy and economic environment
- decision making and democratic mandate – how the Board makes decisions with CPCA and on what subjects
- role in shaping and delivering on CA priorities
- relationship with the CA Board
- relationship with CA Executive Committees
- membership of the Business Board
- business and employer engagement
- Government engagement on CA priorities, funding, and further devolution

Key themes

The evidence and analysis we gathered through engagement conversations and reviewing relevant documents has highlighted the following as being core to the future purpose and functions of the Business Board. These points then inform the recommendations we make:

- **Economic strategy and strategic direction.** A core function of the Business Board, working with the CA Board and Committees, is to use its business leadership perspective to advise the CA Board on economic strategy, with clarity over the respective roles of the two Boards – the Business Board shaping and developing, the CA Board owning and deciding.

- **Advisory.** Given that responsibility for funding decisions has been moved away from the Business Board and to the Combined Authority Board, the core purpose of the Business Board should broaden out to providing strategic advice from local the perspective of the local business leadership to CPCA in its delivery of economic growth strategy and interventions. This should include the Business Board taking a day to day overview of delivery of the economic growth strategy on behalf of the CPCA Board, bringing business expertise to unblocking relevant issues and supporting making the case for investment into the Cambridge and Peterborough (see below)
- **Clear business voice.** To strengthen the impact of this advisory role, feedback highlighted that the Business Board could do more to use existing networks and professional bodies to bring a wide range of business insights to the development of ideas and advice to the CA.
- **Business engagement.** Similarly, it was felt that the Business Board could also helpfully be more active in helping the CA engage with businesses, for example to promote relevant interventions or funding programmes to targeted sectors, including the third sector, and creating alignment with other business bodies such as the Chamber of Commerce, Cambridge Ahead and Opportunity Peterborough.
- **Lobbying Government.** By focussing on this advisory role and strengthening the business voice, the Business Board could further leverage the influence of its members to strengthen the region's lobbying work with central government to secure the policy and investment needed to tackle economic growth challenges. This role will also be critical for any future devolution deal.
- **Relationship with the CA Board and ways of working.** The Business Board should aim to provide independent, business-led advice in a form and timely manner that has the greatest value to Cambridgeshire and Peterborough and the CA Board. To be effective this needs some changes in ways of working, including ensuring that the Business Board agenda and workplan enables it to consider issues and provide advice in a timely way, including engaging with other CA Committees. Regular engagement between Business Board members and the CA leadership and operational management is also important. There is also a strong case to review the voting rights of the Chair on the CA Board, given the uniqueness of this arrangement compared with other combined authorities.

Summary of recommendations

Role and purpose of the Business Board

- We recommend that the purpose of the CPCA Business Board is recast, to transition from being an executive programme board to one providing:
 - **strategic business advice to CPCA's Board**, Committees and officers across all policy areas.
 - **advice on the development and shaping of economic strategy** and day to day **oversight of progress on implementation**, on behalf of the CPCA Board who decide on and own the strategy.
 - **a business voice** for Cambridgeshire and Peterborough.
- The Chair, Vice Chair and members' roles and responsibilities to the Board should be reviewed accordingly.

Functions of the Board

- The Business Board should **establish new terms of reference and functions** that reflects its new purpose, Government's expectations for the functions of an integrated LEP and its role in shaping and supporting implementation of economic strategy.
- A **partnership approach and culture** should be established between Boards whereby the Business Board can provide timely advice on decisions to be taken by the CPCA Board.
- Business Board members engage in creating space with the CA Board and officers to have policy and strategy discussions (see recommendation on committee attendance below)

Future decision-making arrangements

- The **Business Board should meet as an advisory Board** with improved sequencing and meeting timetabling aligned to the CPCA Board. The Business Board would meet before the CA Board so that it can make recommendations on decisions to be taken at the CA Board.
- The **Business Board should operate with embedded membership**, where individual Business Board members lead on specific topics and are embedded within thematic CPCA committees (e.g. skills, transport) where they can contribute to decisions with elected members. This will require additional time from Business Board members.
- The **Business Board and CPCA Board should have strategic joint meetings**, with similar decision-making mechanisms to current arrangements, perhaps twice yearly to exercise oversight over the development and implementation of economic strategy.

Business and employer engagement

- **Business Board members individually act as sector champions** for their areas of expertise – leading on engaging with local and national networks, bringing insight into CA

discussions, and supporting stakeholder engagement with CA officers on specific pieces of work.

- **Recruitment of new members** to fill gaps in Business Board membership should be better informed by the need to represent the breadth of sectors in the CPCA.
- The Business Board works with the Business Advisory Panel to establish an **annual conference for employers and business leaders** across Cambridgeshire and Peterborough to develop networks and raise the profile of the CA's work

Government engagement

- The Business Board works with the developing CA public affairs function to identify key opportunities to **engage the business community on influencing priorities with Government** and maintain a role of developing local networks to support this.

Officer level capacity

- **The new director responsible for economic growth** works closely with the Business Board Chair to set strategic direction for the Board along with the Chief Executive and Mayor to align decision-making.
- Officer capacity is invested in to manage streamlined agenda and paper processes for the Business Board, linking into the public affairs function and working with Local Authority partners as part of a wider collaborative approach to economic development and strategy.
- A forum is established for officer scrutiny and management of funding and projects with appropriate member oversight

Strategic context for the Business Board review

CPCA economic strategy

The core purpose of the CPCA is to improve the lives of its residents, including through supporting inclusive growth across its three sub-economies. Economic strategy for the area is underpinned by a clear narrative and spatial story, reflecting the need for all parts of the economy to function effectively and together if the region as a whole is to succeed. Integrating activity and aims across different policy and spending areas, such as skills and connectivity, for example, is key to creating stronger opportunities for economic inclusion, including through the region's national and global links and wider Government activity such as the OxCam arc and the ambitions for East-West Rail.

A great deal has happened nationally and locally since the CPIER report in 2018 and during the period ahead significant work will be needed to further understand the long-term impacts of Brexit, Covid and more recent global economic pressures. The CPCA has agreed to commission a further review of the region's economy, including looking at what has changed

since the CPIER report, updating the evidence base and providing a platform for revision of the region's inclusive and sustainable economic objectives. This will also provide an opportunity to further develop and strengthen a collaborative approach across Cambridgeshire and Peterborough, with clear CPCA, local authority and Business Board ownership from the start and a process that builds buy in to an engagement with its recommendations, as they are being developed.

The building blocks for this new approach are being put in place. CPCA's corporate strategic priorities, agreed by the CA Board at the end of 2022, are synthesised into four themes under which specific strategies, plans and programmes sit:

- **Achieving good growth**
- **Increasing connectivity**
- **Ambitious skills and employment opportunities**
- **Enabling resilient communities**

CPCA developed and agreed an Economic Growth Strategy in 2022 that committed to taking a six capitals approach around people, climate and nature, infrastructure, innovation, reducing inequalities and our institutions. The stated aim of this strategy and subsequent implementation plan was to identify the actions that were achievable largely from within existing funding to achieve economic growth and productivity in way that would also creating healthy lives for residents, improving quality of life and the environment, and reducing inequality between Greater Cambridge, the Fens, and Greater Peterborough. It also emphasised the importance of further analysis and evidence, given the uncertain state of the economy. Core to CPCA's future are the strengths of the three different but increasingly interlinked areas of the economy:

- Greater Peterborough – a fast growing centre of green engineering and manufacturing, with close economic links with the midlands
- The Fens – high tech agriculture and innovative environment management
- Greater Cambridge – a global driving force for discovery in human science and digital fields, advanced manufacturing, with strong investment by supply chain firms

CPCA's Employment and Skills Strategy, agreed in 2021, set out ambitions for a local skills system that supports residents through lifelong and life wide learning to access opportunities and drive career progression, employers to create and design good quality jobs and access the right skills and talent, and providers to work collaboratively and responsively to the local economy.

As it moves to an advisory role, the Business Board should also support the implementation of the CPCAs transport strategy to increase sustainable connectivity and modal shift priorities, and regional climate change strategy. Bringing the business voice to how strategies are implemented could significantly increase the impact of the Board.

Implementing these strategies in a way that promotes good growth, wellbeing and the transition to a green low-carbon economy, will require a strong business voice supporting local decision making and collaboration between institutions, businesses and employers, and public and VCSE sector partners across Cambridgeshire and Peterborough.

Further devolution

Further devolution of powers and responsibilities from Whitehall is a key medium-term priority for CPCA, in line with planned further waves of devolution to existing and new combined authorities. Early conversations have indicated that the proposals for further devolution to CPCA could include skills, employment support, business support, innovation and inward investment, all of which rely upon strong local relationships with local employers and businesses to be successful.

Future further devolution will be important for Cambridgeshire and Peterborough to have the local levers and influence to support economic growth ambition, and to target resources to ensure good growth for all residents. Governance arrangements and structures, including the way in which the Business Board works in partnership with CA members and officers, should be aligned with the devolution of these economic functions. This will require clarity about the requirement for decision making to sit with the democratically accountable body, i.e. the CPCA Board.

Improvement agenda and CA governance review

CPCA is currently subject to a Government Best Value notice and is implementing Improvement Plan, including with a Panel chaired by Lord Kerslake, and is currently discussing new governance arrangements following a review in 2022.

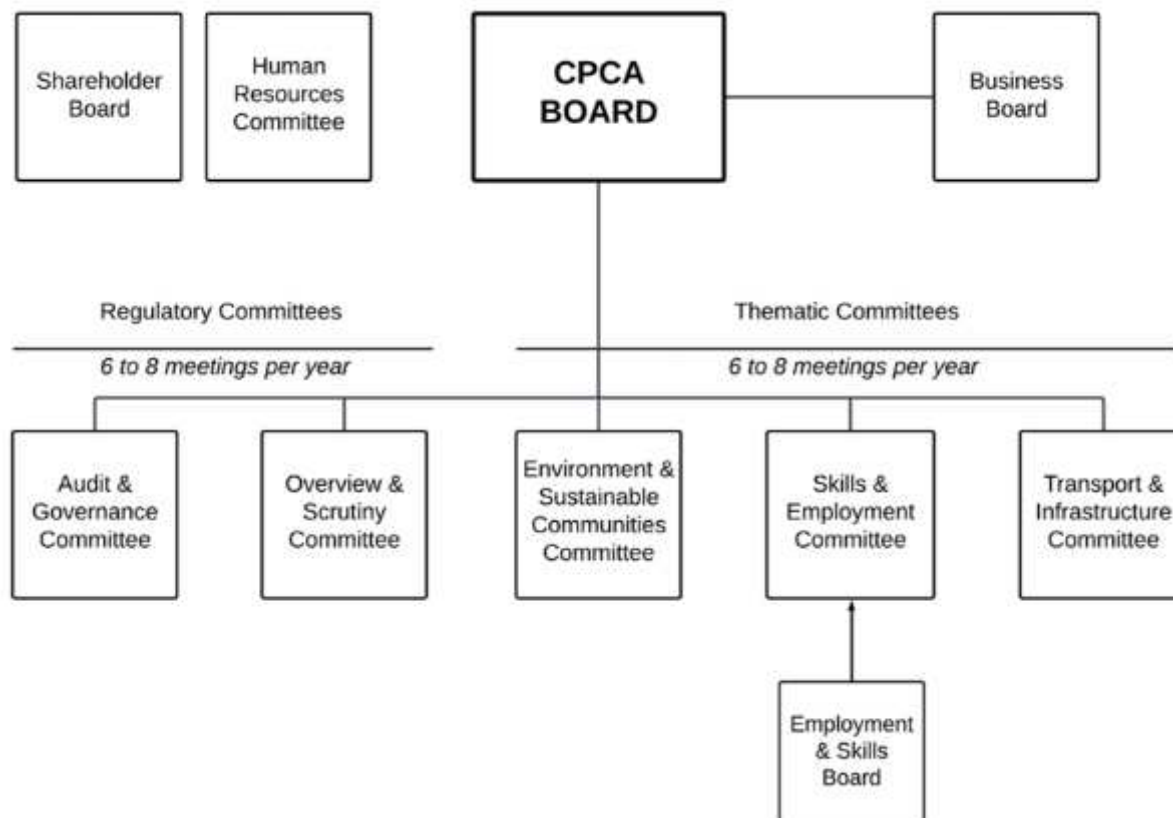
The priorities from this work aim to result in:

- An effective and focused policy development process to respond to new opportunities and challenges and a cohesive approach to strategy
- A collaborative culture, where members feel that debate is productive and discursive
- Wider engagement with business and local partners – co-producing priorities for the local economy
- Engagement with Government ministers to facilitate future investment and a future devolution deal through a public affairs function
- Clarity of purpose – with a strategy for the CA that Board members own and drive forward
- Clarity of roles and responsibilities of the Mayor, Leaders and elected representatives
- Bolstered staffing capacity

The governance review undertaken in 2022 recommended refreshed governance arrangements, currently under consideration by the CA Board. Members are asked to agree a refreshed terms of reference for the CA Board with working arrangements that include more standardised reports and papers submitted to the Board and a forward look cycle to enable more strategic discussion. They are also considering the proposal for renewed thematic Committees with delegation down from the CA Board on environment and sustainability, employment and skills, and transport and infrastructure. The recommendations

in this paper align with proposed CA governance reforms, and these will support the strategic direction for the Business Board we have set out in our review.

Figure 1. Proposed refreshed Committee and governance structure in CPCA governance report to CA Board in January 2023



Evolution of Government policy and LEPs

The Business Board was established in 2018 following the integration of the LEP into the Combined Authority. Since this time, the Board has taken responsibility for specific business-focused programmes. The Board's flagship programme was the Local Growth Fund, which provided government capital funding to be invested in local projects which help overcome strategic barriers to growth – from road improvements and incubator space, through to new skills facilities and space for innovation. To date, over £150m of LGF funding has been invested in local projects.

Funding, including the LGF, has been significantly reduced as a result of changes in Government policy. New and complex challenges now facing the local economy, along with recent leadership incidences and changes within the Business Board together pose an opportunity to rethink the purpose, role and functions of the Board.

National policy changes, local strategic priorities and feedback on strengths and relative weaknesses of the current LEP arrangements together highlight future requirements for the purpose and functions of the Business Board.

LEP integration policy

Current government policy indicates several clear requirements for LEPs in terms of the role they should play in local economic development. The Levelling Up White Paper highlights the need for public-private partnership in delivering the 12 levelling up missions locally and the parameters for business and skills support have been recast with the coming of the UK Shared Prosperity Fund. Specifically in terms of purpose and functions:

The 2021 LEP integration guidance states the core functions of LEPs should be:

- Engaging business voice in local strategy
- Working with local leaders to carry out strategic economic planning and maintaining a local economic evidence base
- Deliver Growth Hub, trade and investment, Careers Hub, SAP and skills evidence, local Digital Skills Partnership activities
- Support devolution deals

The Skills and Post-16 Education Act placed an emphasis on skills strategy in places being engaged with employers, and a stronger role for employer representative bodies such as Chambers of Commerce including in leading new Local Skills Improvement Plans (LSIPs).

Overall, national policy indicates a need for the purpose of LEPs to be focused on strategic direction, influence and delivery in close partnership or integration with local authorities.

LEP governance in other Combined Authority areas

Among the nine Combined Authorities in England, there are different governance arrangements for corresponding LEPs – how they engage with a Board of business representatives. There is a range of models for LEP arrangements across the nine existing combined authority areas. The below table summarises membership of LEP/Business Board governance structures and Combined Authority Board/Cabinet structures across England's Combined Authorities.

All Combined Authorities across the country have different arrangements in their constitution for membership and voting procedure. All have some arrangement for cross-membership between the Combined Authority board and the Local Enterprise Partnership to ensure co-ordination between the two Boards.

Three examples of different arrangements illustrate the range of options and ways of working possible:

Greater Manchester Combined Authority

Uniquely, GMCA was already established when LEPs came into existence, and so LEP governance was designed to be integrated from the start. Coterminal with the city-region, the LEP takes a place-based approach to business engagement, with each of the 10 private sector LEP members leading business engagement in one of the ten GM districts.

The LEP has no employees and shares the legal personality of the Combined Authority; secretariat functions are provided by GMCA through a combined team of policy and research officers. GMCA also has the power to vet LEP members and is the accountable body for the organisation.

Much of the economic development and business support functions for the Greater Manchester city-region is delivered by the Growth Company, an independent company with GMCA board representation, which also operates outside of the Greater Manchester boundaries.

Tees Valley Combined Authority

The Tees Valley LEP describes itself as the “first fully integrated LEP in England”. The Combined Authority has a unique governance structure; the LEP and the CA Cabinet are the same body, with LEP members attending cabinet as non-voting members, and with each of the five Leaders and the Mayor as full members of the LEP. The Chair of the LEP also holds the business support portfolio, unlike in most Combined Authorities, city-regional policy portfolios are held by local authority leaders.

This closely integrated structure is likely a result of the origins of the Combined Authority with Tees Valley Unlimited, the coterminous LEP that operated in the region before the establishment of TVCA. Staffing support is provided by the Combined Authority. Business engagement is delivered by individual LEP members, who each take a thematic lead.

South Yorkshire Combined Authority

South Yorkshire, formerly the Sheffield City Region CA, was established in 2014, with the LEP preceding the CA in 2012, but initially covering five additional local authorities in Derbyshire. The LEP was reduced in size to be coterminous with the CA and integrated in 2020, with the districts formerly in the LEP still sitting as non-constituent members of the CA.

The CA-LEP relationship has a distinctive model, where policy oversight and agendas are driven by four thematic boards; Business, Recovery and Growth, Housing and Infrastructure, Education, Skills and Employability and Transport and the environment. The boards are drawn from the membership of the LEP, the CA board and additional co-opted members. In turn, the boards supported with policy and research capacity by the SYMCA executive team, and each holds delegated authority for spending decisions of less than £2m.

South Yorkshire CA, which does not automatically confer membership, but has the option to co-opt a representative with 2/3 support from the members of the board.

Uniquely among CA-LEPs, among the traditional mix of private and public sector representatives on the board, the LEP has a dedicated position for a local union representative.

Assessment

CPCA is currently implementing recommendations from a recent governance review, and the CPCA Board has agreed the improvement framework drawn up by the Chief Executive, which includes embedding collaboration as a key organising principle for CPCA. An Improvement Panel has been established to be chaired by Lord Kerslake. Both reports recognise the value of reviewing the purpose and role of the Business Board to support collective leadership for the region and support Cambridgeshire and Peterborough's economy. The Business Board has performed its current role well, but in a changing policy

and economic context, a transitioning role and purpose of the Business Board will be key to CPCA's future.

The Business Board has carried out the role of an executive programme board, established originally as a LEP, and being integrated into CPCA in 2019, in order to oversee the delivery of the Local Growth Fund, EU Structural Funds, and business support including the Growth Hub. Its functions have been dominated by approving funding plans, overseeing delivery and implementation of projects, and monitoring progress on investment outcomes. The Board has also had a role in agreeing, alongside elected members at Committees and the CPCA Board, economic plans and strategies developed by CPCA officers. The Business Board is formed of local business leaders with a business Chair, and the Mayor attends meetings. The Board inputs into CPCA decisions by agreeing strategies and plans and with the Chair having a vote at the CPCA Board.

The Business Board now faces an uncertain future in the context of Government policy that is pursuing LEP integration, the growing economic challenge that the CPCA area will face, and ongoing questions about resource priorities in a period of likely public spending contraction.

- **Strengths** – development of Economic Growth Strategy, maintenance of business and economy evidence base, skills policy and implementation, already part of CPCA therefore limited structural issues to overcome with greater integration.
- **Weaknesses** – not a partnership culture with CPCA (though this is changing), not strategic enough in setting economic and business agenda, too much part of silo culture, related to programme responsibilities, and have too often operated as a separate organisation, too remote from the business community, and part of an MCA that requires improvement.
- **Opportunities** – to develop a more strategic business led approach to the full range of economic, place shaping issues within CPCA's remit, strengthening links with the business community and Government, and articulate a clearer inclusive growth vision that enables each of the three economic sub geographies to maximise their potential, to strengthen links between them: recognising the super strength of Cambridge, strong economic growth potential in Peterborough, and need for economic and environmental transformation in the Fens.
- **Threats** – diminishing funding and programme base, emphasis in Government policy shifting to accountable public bodies, may seem less relevant to future economic governance unless refocused, especially if CPCA improvement agenda doesn't sufficiently change perception of overall efficacy of economic leadership.

Recommendations

Role and purpose of the Business Board

In the context of evolving Government policy, the integration of LEPs across England, and the growth priorities of the region in a turbulent economic context, **we recommend that the purpose of the CPCA Business Board is recast, to transition from being an executive programme board to a strategic business voice** for CPCA's Board, Committees, and officers.

This is a broader remit than currently discharged by the Business Board, and so may require a broader set of functions to be carried out in the future. This will mean that the Business Board works differently in the future, with different expectations and roles for Board members, and different support needs from CPCA officers.

Given Business Board member's positions in non-executive roles, and the requirement to carry out Board functions around other responsibilities **we recommend that the Chair, Vice Chair and members' roles and responsibilities to the Board are agreed and clarified** including:

- time commitments
- frequency of meetings
- and input required on the work of CPCA.

Functions of the Board

We recommend that the Board establishes a set of functions that supports CPCA's strategic priorities, Government's expectations for the functions of an integrated LEP, and local business and economic priorities:

- Strategic business voice to the Mayor and CA committees on economy, business, skills, transport, housing, UKSPF and future devolution deals
- Engagement with Government and national bodies/networks
- Oversight and strategic direction of business support (currently delivered through Growth Works programme), inward investment, R&D and innovation
- Incorporate business advisory panel and better align with other delivery bodies – e.g. Chamber (leading the LSIP), Cambridge Ahead
- Lead partnerships on good business practices and inclusive growth – e.g. a Good Employment Charter, Living Wage commitments for local businesses
- Contribute to and advise on CPCA economic and skills evidence base
- Supporting implementation of CPCA strategies

We recommend establishing a partnership approach and culture between Boards whereby the Business Board advises on decisions to be taken by the CPCA Board, especially relating to business and economic growth. This would include how the Business

Board's advice is considered at CPCA Board decisions and the role of voting for the Business Board Chair (this was also recommended to be reviewed in the recent CPCA governance review).

Implementing economic strategy

The CPCA Board with the Business Board needs to collectively own the economic strategy for the area. This starts with the work that the Business Board is currently undertaking to support and advise the development of the implementation plan for the new Economic Growth Strategy. Next the Business Board should work with and advise the CPCA,, and its member authorities, in commissioning, developing and managing the CPIER refresh.

We found that Business Board and CA Board members were enthusiastic to make space for this more strategic and policy collaboration. Members were keen to develop conversations around some key economic areas that Board members feel need more attention and collaboration – for example, a broader understanding of the experience of employers, investors and employees in the area beyond priority growth sectors, the interaction of different levers of growth held at local and regional level, and improving implementation of inward investment, skills and employment, and support for SMEs.

We recommend that:

- The Business Board and CA Board jointly own the strategic direction of economic growth for the area
- The Business Board takes an advisory role as the business voice across a range of policy levers
- Business Board members engage in creating space – with the CA Board and officers – to have policy and strategy discussions

Future decision-making arrangements

CPCA has the opportunity to reframe the role and function of its Business Board in a way that creates a stronger partnership between accountable local politicians and local businesses. Moving from a specific programme management role to a broader strategic advisory role for the Business Board, can enable the business voice to be more embedded in the CPCA's strategy, structures and processes.

Most Combined Authorities are moving to a position where their LEP becomes a Business Board, which is advisory. This doesn't have decision making powers, but as a business voice can co-develop economic strategy and make recommendations. The CPCA Board is currently in an unusual position compared to other CAs by including the Business Board Chair as a full voting member alongside the Mayor and Council Leaders.

From our engagement with the Business Board and CA Board, we understand that members want to see smoother, less duplicative, and more collaborative decision making in future. Members also expressed the desire to see more mixed representation in decision making

forums – for example, in the proposed refreshed structure of thematic committees emerging from the CA governance review. There has been discussion that decision making between the Boards currently appears to take place in parallel but separately, with limited read across discussions.

Achieving this raises questions about the forums in which members meet, how meetings are sequenced and structured, and the papers and issues that are discussed and commented on in different forums. We have heard as part of this review a desire for a more strategic approach to meeting agenda design and sequencing of papers sent to Boards with clarity around who needs to take decisions on which issues. Current arrangements can feel burdensome to members currently with long agendas and papers including a volume of programme updates.

To embed the business voice within more collaborative decision-making, we recommend three related changes to the way in which the Business Board functions within the wider CPCA governance structure:

- **The Business Board should meet as an advisory Board** with improved sequencing and meeting timetabling aligned to the CPCA Board. The Business Board would meet before the CA Board so that it can make recommendations on decisions to be taken at the CA Board. This would be supported by streamlined papers, so that Business Board advice is sought on strategic questions and issues, moving away from long standing item agendas and programme updates
- **The Business Board should operate with embedded membership**, where individual Business Board members lead on specific topics and are embedded within thematic CPCA committees (e.g. skills, transport) where they can make decisions with elected members. As a whole forum, the Business Board would come together to discuss wider business community and economic issues.
- **The Business Board and CPCA Board should have strategic joint meetings**, with similar decision-making mechanisms to current arrangements, perhaps twice yearly to exercise oversight over the development and implementation of economic strategy. Where these are formal meetings, the Business Board Chair could maintain a vote with CA Board members, but with other Business Board members not voting (but all would be involved in taking a position in informal joint meetings). The general direction should be towards collaborative working and consensus, where the need for formal votes would be infrequent.

Business and employer engagement

Deeper and wider engagement with local businesses needs to support a stronger business voice for the region. A strong business voice can help businesses to thrive and grow by getting support at the local and national level. There is a lot of potential for a strong business voice to support the implementation of the economic strategies and priorities identified in the Economic Growth Strategy and Employment and Skills Strategy. This would help to develop a stronger understanding between employers and providers of the skills needed for economic growth and recovery.

Business engagement should also support improving implementation of CA and constituent LA programmes – by leading a strong advisory function drawing on local networks, the Business Board can provide intelligence and advice to CA members and officers on challenges and barriers businesses are facing and what they need not only from business and skills programmes but also from functions such as transport infrastructure delivery.

Greater Manchester has demonstrated this through partnering with the public and private sector to develop a shared vision for delivering the Bee Network – GMCA and TfGM’s plan for a fully integrated London-style transport network.

Without proposing to expand the Business Board itself into a larger forum, members have expressed interest in considering how more employers and partners can be engaged and involved. Making more joined up use of the Business Advisory Panel could support this.

We recommend that:

- **Business Board members individually act as sector champions** for their areas of expertise – leading on engaging with local and national networks, bringing insight into CA discussions, and supporting stakeholder engagement with CA officers on specific pieces of work.
- **Recruitment of new members** to fill gaps in Business Board membership should be better informed by the need to represent the breadth of sectors in the CPCA.
- The Business Board works with the Business Advisory Panel to establish an **annual conference for employers and business leaders** across Cambridgeshire and Peterborough to develop networks and raise the profile of the CA’s work

Government engagement on CPCA priorities, funding, and further devolution

A strong business voice that can engage with central government will be vital in supporting the CA’s ambitions. current strategies and priorities. Greater Manchester’s business engagement has meant the business voice is heard in tandem with the CA, and has helped achieve further devolution and levers such as business rates retention. This will be particularly helpful for supporting CPCA’s priority of supporting the growth of the priority sectors in agri-tech, digital, life sciences, and advanced manufacturing. These are innovative sectors that need the right regulatory environment, access to talent, employment space, and national industrial expertise to grow.

Building engagement between businesses in Cambridgeshire and Peterborough and the Government will support future devolution discussions with the CA to enable the CA to achieve its inclusive growth potential.

We recommend that:

- The Business Board works with the developing CA public affairs function to identify key opportunities to **engage the business community on influencing priorities with Government** and maintain a role of developing local networks to support this.

Required officer-level support for the Board's functions and staff capacity

In order for the Business Board to transition into an advisory business voice support for the CA, and to transition decision-making arrangements, the right officer support will be needed.

The officer group as a whole takes responsibility for implementing an inclusive growth economic strategy, working with Chief Executives and officers of constituent authorities.

It will be important to have aligned officer capacity at a strategic leadership level – holding the relationship with the Business Board Chair and the Mayor to support planning how members advise on priorities in a forward plan. Capacity should also be bolstered at management level in order to ensure officers have time to agree and set Business Board meeting agendas and commission papers in conjunction with discussions happening at CA Board and Committees, to ensure coherence.

As the Business Board transitions away from acting as an executive programme board, members will receive fewer programme monitoring updates. With funding responsibility shifting from what was the LEP to the CA, there will need to be an enhanced oversight function within the CA, with officers providing legal, financial and project management expertise for proper scrutiny of investment and projects. Government will be looking for appropriate assurance in relation to this. Support arrangements for both the Business Board and the CPCA board will need to both enable them to operate more strategically and to provide the right level of assurance in relation to investment decision making.

We recommend that:

- **A new director responsible for economic growth** works closely with the Business Board Chair to set strategic direction for the Board along with the Chief Executive and Mayor to align decision-making
- **Officer capacity is invested in** to manage streamlined agenda and paper processes for the Business Board, linking into the public affairs function
- **A forum is established for officer scrutiny** and management of funding and projects, with appropriate member oversight



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**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Agenda Item No: 4.3

Review of the Constitution

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	22 March 2023
Public report:	Yes
Lead Member:	Councillor Edna Murphy, Lead Member for Governance
From:	Edwina Adefehinti, Interim Chief Officer Legal and Governance & Monitoring Officer
Key decision:	No
Forward Plan ref:	n/a
Recommendations:	<p>The Combined Authority Board is recommended to:</p> <p>Approve and adopt the recommended revisions to the Constitution detailed in this report.</p>
Voting arrangements:	A vote in favour, by at least two-thirds of all Members (or their Substitute Members) present and voting.

1. Purpose

- 1.1 This report provides the Board with commentary on the revisions made to the Constitution of the Combined Authority with a view that these be approved and recommended for adoption at this meeting.
- 1.2 The Audit & Governance Committee met on Friday 13 January to consider the amendments and, with changes, approved the revisions and recommend these for ratification by the Board. The Audit & Governance Committee is responsible for keeping under review the governance arrangements, including the constitution, of the Combined Authority and is empowered to make recommendations to the Combined Authority Board.

2. Background

- 2.1 The Combined Authority is obliged to review its Constitution on an annual basis. Officers have undertaken a process of review. This years' review is an iterative process and the Board, following consideration by the Audit & Governance Committee, will be presented with revisions up to the end of this municipal year.
- 2.2 Officers have worked with various stakeholders in preparing these proposed revisions, including the Executive Team of the Combined Authority and the Lead Member for Governance, Councillor Edna Murphy.

3. Main Issues

- 3.1 The table presented below includes a description of the principal amendments. The table does not reference any minor typographical or grammatical amendments, or any repetitions in the current Constitution. Table 1 is presented for discussion (note: page numbers in column one reference the current Constitution document Appendix 1). The final column signposts members to the page number reference in the revised document (Appendix 2):

Note: A tracked changed version of the current Constitution has not been appended to this report. The nature of the changes and the amended Chapter numbers means a tracked changed version would have been confusing to the reader. Appendix 1 to this report is the Constitution in its current format.

Table 1: Proposed amendments to the Cambridgeshire & Peterborough Combined Authority Constitution

Chapter/Paragraph (page number)	Amendment to:	Commentary	Revised Constitution Reference (page number) APPENDIX 2
APPENDIX 1			
Contents Section	Contents Section	Revised Chapter numbers and order	Page 3
Chapter 1, 2.2 - 21.2 (pages 1-8)	Summary	Amended Summary Chapter	Chapter 1; page 4-8
Chapters' 3, 5 and 11	Right of Mayor to speak at Executive Committee meetings	To allow the Mayor to formally take up his position as a	Chapters 3, 5 and 7

		non-voting member of all committees where he is entitled to do that, and where he is not already a member of that committee as of right	
Chapter 5 (page 21)	Proceedings of Meetings	Revised Chapter Heading. Revised to Standing Orders	Chapter 5; page 22
Chapter 5, 1.2 (page 21)	Introduction	Revised Chapter reference	Chapter 5: 5.1; page 22
Chapter 5, 4.5 (page 23)	Urgency	Revised Chapter reference	Chapter 5: 5.5; page 24
Chapter 5, 6.1 (page 24)	Notice of Meetings and Agendas	Revised Chapter reference	Chapter 5: 5.7; page 25
Chapter 5 - addition	Questions by Combined Authority Board Members	Addition of Questions by Combined Authority Board Members	Chapter 5: 5.33; page 35
Chapter 5 - addition	Strategic Policy Debates	Addition of Strategic Policy Debates	Chapter 5: 5.43; page 39
Chapter 5 - addition	Attendance by Committee or Sub-Committee Chairs	Attendance by Committee or Sub-Committee Chairs – additional paragraph	Chapter 5: 5.35; page 37
Chapter 5, Annex 1 (page 39-41)	Protocol on the Webcasting of Meetings	Moved to Chapter 19: Policies and Protocols	Chapter 19: Annex 7
Chapter 6, (page 33)	Transparency Rules, Forward Plan and Key Decisions	Revised Chapter Heading. Revised to Decision Making	Chapter 6; page 40
Chapter 6	Transparency Rules, Forward Plan and Key Decisions	New paragraph 6.1 highlighting decision-making principles	Chapter 6: 6.1 – additional paragraph of decision-making principles; page 40
Chapter 6	Transparency Rules, Forward Plan and Key Decisions	New paragraph 6.2 on Scrutiny of Decisions	Chapter 6: 6.2 – additional paragraph on the scrutiny of decisions; page 40
Chapter 6, (page 42-51)	Transparency Rules	Revised and moved to Chapter 10, Access to Information, Information Governance, Data Protection and Complaints	Chapter 10: 10.1 – 10.14; page 127 - 133
Chapter 6, (page 52-61)	Key Decisions and Forward Plan etc.	Reformatted for consistency	Chapter 6: 6.1 – 6.5; pages 40 - 43

Chapter 6 (page 55)	General Exception	<p>Page 55 did state <i>"Where publication of the intention to make a key decision is impractical, the decision may still be taken if: ..."</i></p> <p>Amended to: <i>"Where publication of the intention to make a key decision at least 28 clear days before the date on which it will be taken is impractical, the decision may still be taken if: ..."</i></p>	Chapter 6: 6.3; page 40 - 41
Chapter 7 (page 54-63)	Budget Framework Procedure Rules	Entirety of Chapter 7 now included within to Chapter 6: Decision Making	Chapter 6: 6.8 – pages 45 - 49
Chapters 8 -11	Executive Committees	Now incorporated into a single Chapter: Chapter 7: Boards and Committees incorporating all the current Executive Committees and sub-committees and the Employment Committee	Chapter 7: Boards and Committees – pages 50 – 73. <i>This Chapter will be updated and presented to the Committee for ratification if the Governance Review report is agreed at the meeting of 22 March 2023</i>
Chapters 8 -11	Executive Committees	Minutes and call-in of Committee decisions – new paragraph 7.1.9	Chapter 7: 7.1.9; page 53
Chapters 8 -11	Executive Committees	Exemption from call-in – new paragraphs 7.1.9.11 to 7.1.9.13	Chapter 7: 7.1.9.11 – 7.1.9.13; page 55
Chapter 13	Overview & Scrutiny Committee	Moved from Chapter 13 – now Chapter 14	Chapter 14; pages 151 - 163
Chapter 13, 16.2 (page 90)	Voting	Additional sentence added around deadlocked decisions of the committee not being referred to the CA Board	Chapter 14: 14.9.2; page 154

Chapter 13, 16.3 (page 90)	Voting	Paragraph 16.3 added following the tied vote for Chair in May 2021	Chapter 14: 14.9.3; page 154
Chapter 14	Audit & Governance Committee	Moved from Chapter 14 – now Chapter 13	Chapter 13; page 143-150
Chapter 14 (page 104)	Audit & Governance Committee: Terms of Reference	<p>Addition of new Terms of Reference approved by the A&G Committee in January 2022 with regard to the Combined Authority subsidiary companies.</p> <p>Addition of new item Terms of Reference item for the Committee under General</p>	<p>Chapter 13: 13.3.22 – 13.3.26; page 145</p> <p>Chapter 13: 13.3.27; page 145</p>
Chapter 14, 9.3 (page 108)	Reference of Matters to Committees	Addition of paragraph 13.9.3 with regard to the process of referrals to the Committee	Chapter 13: 13.9.3; page 147-148
Chapter 16	Contract Procedure Rules: Procurement Policy	Moved from Chapter 16 – now Chapter 9 and a rewritten Chapter	Chapter 9; pages 96 – 126
No Previous reference in the Constitution	Access to Information, Information Governance, Data Protection and Complaints – Access to Information section previously within Chapter 6 Transparency Rules (pages 42-51) (see above)	Addition of a New Chapter: Access to Information, Information Governance, Data Protection and Complaints.	New Chapter 10; pages 127-137
Chapter 18	Officer Employment Procedure Rules	Moved from Chapter 18; now Chapter 11	Chapter 11; pages 138-141
No Previous Reference in the Constitution	New Chapter: Allowances	Addition of a new Chapter 12: Allowances	Chapter 12: page 142. This section to be developed and presented to the Audit & Governance

			Committee by June 2023
No Previous Reference in the Constitution	The Business Board was previously an appendix to the main body of the Constitution	Addition of a new Chapter 15: The Business Board	Chapter 15: page 164. This section to be developed following the review of the Business Board
Chapter 19: pages 177-208 Member Code of Conduct and Complaints Procedure	New Chapter heading: Members. Previously Member Code of Conduct and Complaints Procedure	Moved from Chapter 19 to Chapter 16: Members	Chapter 16: pages 165-190
No Previous Reference in the Constitution	New Chapter: Subsidiary Companies and Shareholder Oversight	Addition of a new Chapter 17: Subsidiary Companies and Shareholder Oversight	Chapter 17; pages 191-197
Chapter 17: pages 152-164 Officer Scheme of Delegation and Proper Officers	Moved to Chapter 18	Moved from Chapter 17 to Chapter 18: Officer Schemes of Delegation	Chapter 18: pages 198-208
Chapter 17, 5.3 (page 156)	Delegations to the Chief Finance Officer	Addition of explicit reporting duty of the CFO, under s.114 of the Local Government Finance Act 1988	Chapter 18: 18.4.3; page 202
No Previous Reference in the Constitution	New Chapter: Policies and Protocols	Addition of a new Chapter 19: Policies and Protocols. Listing, as annexes, the Combined Authority Policies and Protocols	Chapter 19: page 209+. Some of these policies and protocols will be presented to the Audit & Governance Committee between 27 January and June 2023 for approval

- 3.2 The Combined Authority is currently implementing an improvement plan and it is likely there will be an impact from this for further Constitution reviews. However, a number of areas have already been highlighted which will require a further refresh in the spring of 2023 and these will be presented to the Board, via the Audit & Governance Committee for consideration throughout the remainder of the municipal year. These will be discussed with the Leaders of the constituent councils and are highlighted below:

- Responsibilities of the new Thematic Committees and the impact on effective decision-making
- Business Board – following the review of this body currently underway
- Allowances
- Officer Schemes of Delegation
- Financial Regulations

3.3 Consequently, there will be several iterations of the revised Constitution which will be presented to for approval.

3.4 There are some pages that have been deliberately left blank in the attached constitution, however the sections that have been left blank will be guided by the present constitution pending approval of the Board for the proposed amendments.

- i. Unfortunately, the finance officer dealing with Financial regulations was unwell for several weeks which has meant that the draft Financial regulations were not ready before the last Audit and Governance Committee meeting. The Regulations will now be reported to the next Audit and Governance Committee meeting and then reported to Combined Authority Board.
- ii. The Business Board is going through a review and a separate paper will be before this Board which sets out the proposals for the business board, when that is approved by this Board, the changes will be included in the constitution.
- iii. Regarding allowances, this is governed by the CPCA 2017 but the combined authority is exploring alternative acceptable arrangements that is acceptable to government which could permit payment of allowances to other members. The CPCA is not presently in a position to propose amendments. It is hoped that a report will be produced in May and presented to the Combined Authority Board in Summer. However, the present sections that deal with allowances in the constitution are legally compliant.
- iv. Annex 4 has just been finalised but will travel to the Combined Authority Board via the Audit and Governance Committee.
- v. Annex 11 is a corporate policy document which is not ready, however upon completion will be reported to the Board via the relevant committee.

4. Financial Implications

4.1 The proposals contain no financial implications.

5. Legal Implications

5.1 The Combined Authority is obliged to adopt and maintain a constitution and standing orders which is compliant with the Cambridgeshire and Peterborough Combined Authority Order 2017 and Section 9p of the Local Government Act 2000.

6. Public Health Implications

6.1 There are no public health implications in these proposals.

7. Environmental and Climate Change Implications

7.1 There are no environmental and climate change implications in these proposals.

8. Other Significant Implications

8.1 There are no other significant implications.

9. Appendices

9.1 Appendix 1 – Current Constitution

9.2 Appendix 2 – Amended Constitution following the Audit & Governance Committee meetings of 13 and 27 January 2023.



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Cambridgeshire and Peterborough Combined Authority

The Constitution

(July 2021)



Page No's

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[Cambridgeshire and Peterborough Combined Authority Order 2017](#)

Version Control

Version 1	31 May 2017	Constitution approved by Board
Version 2	28 January 2018	Updated to take account of board decisions since May
Version 3	30 May 2018	Annual Review of constitution
Version 4	25 July 2018	Updated to include revised portfolios
Version 5	26 September 2018	Updated to include executive committees, scrutiny question time and other matters
Version 6	25 September 2019	Annual Review of constitution and to include revised executive arrangements and other matters
Version 7	24 December 2019	Changes to Page 218, Appendix 5
Version 8	28 May 2020	Change to Page 176 Chapter 18
Version 9	20 July 2020	Change to Page 210, Appendix 4
Version 10	07 August 2020	Appendix 5 – Business Board Constitution approved by Business Board (May 2020) and CA Board (June 2020)
Version 11	1 November 2020	Additions and amendments approved by CA Board (September 2020)
Version 12	21 December 2020	Change to Page 8, Chapter 1, para 19.2 Change to Page 161, Chapter 17, paras 7.5 and 7.6
Version 13	3 February 2021	Change to Page 64, Chapter 8, Section 3. Revised portfolio holders
Version 14	9 March 2021	Updated to exclude references to non-constituent councils and members
Version 15	27 July 2021	16.7 – c deleted (letter only).

Chapter 1 – Summary

Chapter 1 - Summary

1. Introduction

- 1.1. On 3 March 2017, Cambridgeshire and Peterborough Combined Authority was established as a Mayoral Combined Authority for the Cambridgeshire and Peterborough area. (It is a corporate body and can be referred to as the Combined Authority).
- 1.2. 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; and
 - South Cambridgeshire District Council.
- 1.3. The Combined Authority will work with local councils, the Business Board (Local Enterprise Partnership), local public services, Government departments and agencies, universities and businesses to grow the local and national economy.

2. The Constitution

- 2.1. This Constitution sets out how we work, how we make decisions, and the procedures we follow to make sure our work is efficient, and effective, and is both transparent and accountable to local people. Some of these procedures are set by law, while others are ones we have chosen to follow.

3. The Cambridgeshire and Peterborough Combined Authority Order 2017

- 3.1. The Combined Authority was set up by the [Cambridgeshire and Peterborough Combined Authority Order 2017](#) for the Peterborough and Cambridgeshire area.

Chapter 1 – Summary

4. Members of the Combined Authority

4.1. The Combined Authority consists of the following Members:

- (a) a directly elected Mayor;
- (b) an elected Member appointed by each of the Constituent Councils;
- (c) a representative of the Business Board (Local Enterprise Partnership); and
- (d) .

5. Combined Authority

5.1. The Combined Authority is responsible for a number of transport, economic development and regeneration functions as set out in Parts 3 and 4 of the 2017 [Order](#).

5.2. Those functions reserved to the Combined Authority Board are set out in [Chapter 4 - Combined Authority Board Functions](#) of this Constitution, and those reserved to the Mayor as set out in [Chapter 3 - The Mayor of the Combined Authority](#)

6. Combined Authority Board - Meetings and Procedure

6.1. The Combined Authority Members shall comprise the Board. The Board will meet in accordance with the calendar of meetings as approved by the Board from time to time.

6.2. There are three types of meeting:

- (a) The Annual Meeting;
- (b) Ordinary meetings; and
- (c) Extraordinary meetings.

6.3. All meetings will be conducted in accordance with the Proceedings of Meetings in [Chapter 5 - Proceedings of Meetings](#) of this Constitution.

6.4. The Board may invite co-opted members to sit on the Board as set out in [Chapter 2 – The Membership of the Combined Authority](#) of this Constitution. Co-opted members may attend board meetings.

Chapter 1 – Summary

7. Executive Bodies

- 7.1. The Combined Authority may establish committees or sub-committees as it thinks fit to discharge its functions. The Combined Authority has established three executive committees:
- (a) Transport and Infrastructure Committee
 - (b) Skills Committee
 - (c) Housing and Communities Committee
- 7.2. Their functions and terms of reference are set out in [Chapters 8, 9 and 10](#) and the procedure rules are set out in [Chapter 11 - Procedure rules of Executive Committee meetings](#).

8. Working Groups

- 8.1. The Combined Authority may establish informal non-decision making working groups to assist with the delivery of its objectives. The Board has set up a Land Commission as a working group. Its terms of reference are set out in [Appendix 3 - Cambridgeshire and Peterborough Land Commission](#).

9. Joint Arrangements

- 9.1. The Combined Authority has the power to make arrangements with other local authorities to discharge its functions jointly.
- 9.2. Such arrangements may involve the discharge of those functions by a joint committee of such authorities or by an officer of one of them.
- 9.3. The Combined Authority may not arrange for the discharge of any Mayoral functions by a joint committee, unless permitted by legislation.

Chapter 1 – Summary

10. Non-Executive Committees

- 10.1. The Combined Authority is required to establish the following non-executive Committees:
 - (a) an Overview and Scrutiny Committee;
 - (b) an Audit and Governance Committee.
- 10.2. Their functions and terms of reference are set out in [Chapter 13 - Overview and Scrutiny Committee](#) and [Chapter 14 - Audit and Governance Committee](#).

11. Independent Commissions

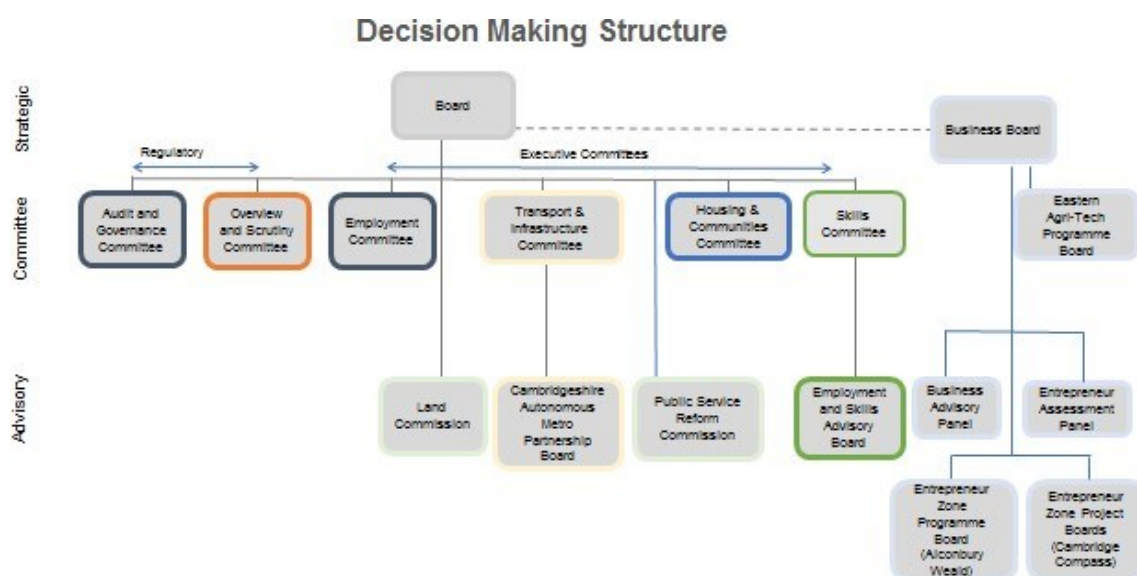
- 11.1. The Combined Authority has established the following independent commission:
 - (a) Public Services Reform and Innovation Commission
- 11.2. The commissions' terms of reference are set out in [Appendix 4 - Public Services Reform and Innovation Commission](#)
- 11.3. The Independent Commissions are independent working groups, are time limited and operate no executive decision making. They report to a public meeting of the Board or a committee nominated by the Board who will consider their recommendations and make any necessary decisions. This ensures that the work of the independent commissions is subject to public oversight and scrutiny.

12. Business Board

- 12.1. The Business Board is the Local Enterprise Partnership for its area and is a non-statutory body.
- 12.2. It is independent of the Combined Authority operating as a private-public sector partnership, focusing on the key business sectors to drive growth in the Cambridgeshire and Peterborough and wider Local Enterprise area.
- 12.3. The Combined Authority is the accountable body for funding awarded to the Local Enterprise Partnership.

Chapter 1 – Summary

- 12.4. Its terms of reference and governance arrangements are set out in [Appendix 5 - Business Board](#)
- 12.5. The decision-making structure is set out below:



13. Management Structure

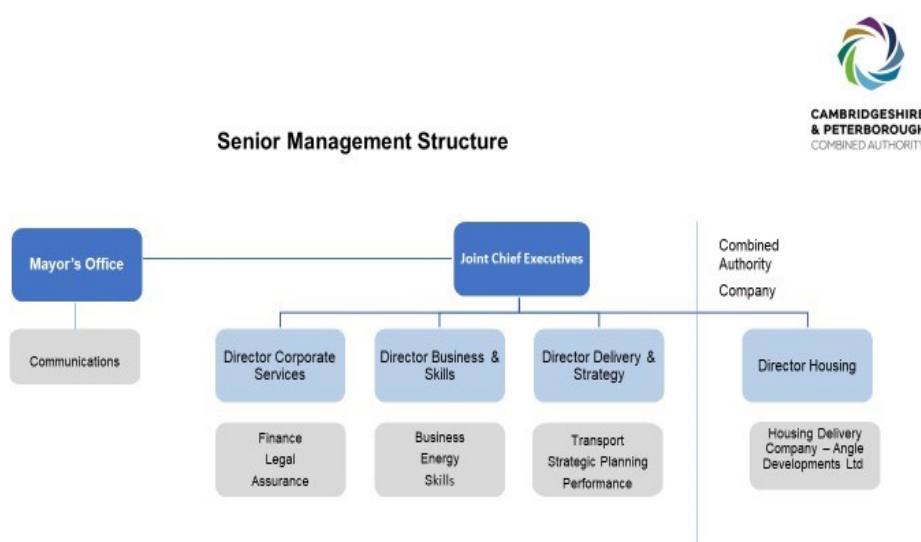
Statutory Officers

- 13.1. The Combined Authority will appoint a:
- (a) Head of Paid Service (known as Chief Executive);
 - (b) Monitoring Officer;
 - (c) Chief Finance Officer (S73);
 - (d) Scrutiny Officer.
- 13.2. Their functions and responsibilities are set out in [Chapter 17 - Officer Scheme of Delegation and Proper Officers](#).
- ### Other Chief Officers
- 13.3. The Combined Authority will appoint other Chief Officers it considers necessary to carry out its functions in accordance with the [Chapter 18 - Officer Employment Procedure Rules](#).



Chapter 1 – Summary

13.4. The current structure as at May 2019 is set out below:



13.5. The Mayor has also appointed a Chief of Staff, Mayoral Adviser and Senior Policy Adviser. These officer appointments to the Mayoral Office is subject to the protocol set out in chapter 18 Officer Employment Procedure Rules.

14. Other Staff

14.1. The Combined Authority may engage such staff (referred to as Officers), as it considers necessary to carry out its functions.

15. Decision Making

15.1. Decision making will be in accordance with the arrangements set out in this Constitution.

15.2. In summary, they will include

- (a) decisions reserved to the Combined Authority Board;
- (b) decisions reserved to the Mayor;
- (c) decisions reserved to executive committees;
- (d) decisions made by Officers.

15.3. The functions of the Combined Authority may be undertaken by the Board or delegated to executive committees or Officers.

Chapter 1 – Summary

- 15.4. The functions of the Mayor may be undertaken by the Mayor or delegated to individual members and Officers.

16. Finance, Contracts and Legal Matters

- 16.1. The management of the Combined Authority's financial affairs will be conducted in accordance with the Financial Regulations set out in [Chapter 15 - Financial Management Procedure Rules](#).
- 16.2. The management of its legal affairs will be conducted in accordance with this Constitution.

17. Public Rights

- 17.1. The rights of the public are set out in the Transparency Rules, Forward Plan and Key Decision [Chapter 6 - Transparency Rules, Forward Plan and Key Decisions](#).
- 17.2. Any public enquiries should be addressed to the Chief Executive at the Combined Authority Offices.

18. Monitoring and Reviewing the Constitution

- 18.1. The Monitoring Officer will regularly monitor and review the operation of the Constitution.
- 18.2. The Chief Finance Officer shall be responsible for monitoring and keeping under review the Financial Regulations set out in the Constitution.
- 18.3. It is the responsibility of the Combined Authority Board to review the Constitution annually.

19. Changes to the Constitution

- 19.1. The Constitution will be amended as the Combined Authority develops.
- 19.2. Changes to the Constitution will be agreed by the Combined Authority Board in accordance with the voting arrangements as set out in [Chapter 5 - Proceedings of Meetings](#) unless in the reasonable opinion of the Monitoring Officer a change is required in the circumstances set out in his/her delegated powers. [Chapter 17 - Officer Scheme of Delegation and Proper Officers](#)



Chapter 1 – Summary

20. The Common Seal of the Combined Authority

- 20.1. The Common Seal of the Combined Authority will be kept in a safe place in the custody of the Monitoring Officer. A decision of the Combined Authority, or any part of it, will be sufficient authority for sealing any document necessary to give effect to the decision. The Common Seal will be affixed to those documents which in the opinion of the Monitoring Officer should be sealed. The affixing of the Common Seal will be attested by the Monitoring Officer or some other person authorised by the Monitoring Officer.

Chapter 2 – The Membership of the Combined Authority

Chapter 2 - The Membership of the Combined Authority

1. Directly Elected Mayor

- 1.1. The [Cambridgeshire and Peterborough Combined Authority Order 2017](#) creates the office of a directly elected Mayor for the area of the Combined Authority.
- 1.2. The first election of the Mayor took place in May 2017 and the term of office shall be four years.
- 1.3. Each subsequent election shall take place in each fourth year following the first election on the same day of an ordinary election.

2. Constituent Councils

- 2.1. Each of the Constituent Councils shall appoint a Member (usually its Leader) to be a Member of the Combined Authority and another Member to act in the absence of the appointed Member (the Substitute Member). All appointments shall be for a one-year term.
- 2.2. A person will cease to be a Member or a Substitute Member of the Combined Authority if they cease to be a Member of the Constituent Councils that appointed them. The Constituent Councils shall appoint or nominate a replacement as soon as possible.
- 2.3. A Member or Substitute Member may resign by giving written notice to the Proper Officer of their Constituent Council, and the resignation takes effect on the receipt of the notice. The relevant Constituent Council shall notify the Combined Authority forthwith of the resignation.
- 2.4. Each Constituent Council shall at any time be entitled to terminate the appointment of a Member or Substitute Member appointed to the Combined Authority and replace that Member or Substitute Member.
- 2.5. The Constituent Council must give written notice of 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

Chapter 2 – The Membership of the Combined Authority

the end of fourteen days from the date on which the notice was given, or such longer period not exceeding one month¹.

3. Business Board (Local Enterprise Partnership)

31. 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).
32. 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.
33. A person will cease to be a Member or a Substitute Member of the Combined Authority if they cease to be a Member of the Business Board that nominated them. The Business Board shall appoint or nominate a replacement as soon as possible.
34. A Member or Substitute Member may resign by giving written notice to the Chair or Vice-Chair of the Business Board, and the resignation takes effect on the receipt of the notice. The Business Board shall notify the Combined Authority forthwith of the resignation.
35. Where the Business Board terminates an appointment and nominates another of its Members in that person's place, it must give written notice of the new nomination and the termination of the previous appointment to the Combined Authority.
36. The Combined Authority must consider the appointment of the nominated Business Board Member at the next meeting of the Combined Authority. The new appointment shall take effect and the previous appointment terminate upon the determination of the appointment by the Combined Authority.

4. Co-opted Members

- 4.1. The Combined Authority may invite organisations with direct responsibility for functions relevant to the Combined Authority objectives to become Co-opted Members to attend the Combined Authority Board and may take part in the debate. All decisions on Co-opted Members shall be made formally by proposal and report at a Combined Authority Board meeting.

¹ Cambridgeshire and Peterborough Combined Authority Order 2017

Chapter 2 – The Membership of the Combined Authority

42. A proposal for an authority to be given Co-opted Member status may be made by any Constituent Council Member or the Mayor and must be agreed by a two thirds majority of those present and voting. Co-opted Member status takes effect upon agreement by the Board.
43. Co-opted Members appointed to the Board are listed in [Appendix 2 - Co-opted Members](#) to this Constitution.
44. Co-opted Member status confers no legal status and no entitlement to vote and is an informal arrangement to promote a strategic approach to joint working in the development of significant policy issues.
45. A co-opted member organisation shall be represented at meetings of the Combined Authority Board by a named representative or a named Substitute. Notice of the names of the Co-opted Members' representative or Substitute must be provided to the Monitoring Officer by the Co-opted Member organisation at least two working days prior to attendance at any meeting of the Board.
46. Such representative or substitute may participate in the debate on issues relevant to their organisation and must comply with the terms of the Constitution as they relate to debate, but they will not have entitlement to vote on any issue or agenda item.
47. The Chair of any meeting of the Combined Authority may require the Co-opted Members' named representative or named substitute to absent themselves from any meeting of the Combined Authority at the Chair's discretion.

Chapter 3 – The Mayor of the Combined Authority

Chapter 3 - The Mayor of the Combined Authority

1. Role and Functions reserved to the Mayor

- 1.1.** The Mayor and the other Members of the Combined Authority will work closely together. Specifically:
- (a) the Mayor will provide overall leadership and chair Combined Authority Board meetings;
 - (b) the Mayor may nominate lead member responsibilities, the membership and chairs of executive committees to each member of the seven Constituent Councils who will act in a supporting and advisory function to the Mayor and Combined Authority for their respective policy areas (see para 1.6 below); and
 - (c) the Mayor will also be a member of the Business Board recognising the importance of the Business Board's role and the private sector in any growth strategies or delivery for the Combined Authority area.
- 1.2.** The Mayor will by virtue of holding office be a Member and the Chair of the Combined Authority Board.
- 1.3.** The Mayor must appoint a statutory Deputy Mayor of the Combined Authority. The role of the statutory Deputy Mayor is set out in paragraph 2 below. The Mayor may also appoint a non-statutory Deputy Mayor and the role of the non-statutory Deputy Mayor is set out in paragraph 2 below.

General functions of Mayor

- 1.4.** The Mayor will exercise the following general function:
- 1.4.1.** The Mayor may pay a grant to Cambridgeshire County Council and Peterborough City Council to meet expenditure incurred by them as highways authorities. The Mayor must exercise this function under section 31 Local Government Act 2003 concurrently with a Minister of the Crown.
 - 1.4.2.** Prior to the payment of the grant the Mayor must consult the Combined Authority.

Chapter 3 – The Mayor of the Combined Authority

- 1.4.3. Members and officers of the Combined Authority may assist the Mayor in the exercise of the function to pay grant.

Powers of Mayor

- 1.5. The Mayor may exercise a general power of competence (section 1 Localism Act 2011) to do anything that the Combined Authority may do

- 1.5.1. Where the general power of competence:

- (a) involves the transfer of property, rights or liabilities of the Combined Authority to or from the Constituent Councils, or
- (b) is used to prepare and publish a statement setting out a strategy for spatial development in the Combined Authority area,

the Mayor must secure the unanimous consent of all Members of the Combined Authority, or Substitute Members acting in their place.

- 1.5.2 The Mayor may otherwise 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.

- 1.5.3 The Mayor may exercise his/her power to ask the Secretary of State for Transport to make regulations under Section 11 of the Automated and Electric Vehicle Act 2018 requiring large fuel retailers and service area operators to provide public charging points and to ensure that public charging points are maintained and easily accessible to the public.

The power would be limited to large fuel retailers in the area within their authority.

Nominations to Lead Member Responsibilities and to Executive Committees

- 1.6. The Mayor and the Combined Authority Board shall agree lead member responsibilities in respect of the Combined Authority functions.
- 1.7. The Mayor shall nominate the agreed lead member responsibilities and membership (including the chair) of any executive committees to any

Chapter 3 – The Mayor of the Combined Authority

member of the seven Constituent Councils. Board members nominated to an executive committee may nominate their substitute member on the Board or another member from a constituent council to be a member of the committee. The Board member shall also nominate a named substitute member.

- 1.8. The nominations to lead member responsibilities and the nominated membership and chairs of any executive committees shall be reported to the Combined Authority Board for formal approval by a simple majority vote which must include the Mayor.
- 1.9. Lead member responsibilities are set out in Appendix 1.

Mayor's budget and spending plans

- 1.10. The Mayor must also set a budget and consult the Combined Authority Board on his/her spending plans and draft budget in accordance with the Budget Framework Procedure Rules. ([Chapter 7 - Budget Framework Procedure Rules](#))
- 1.11. Any Mayoral budget, strategies and spending plans must be approved by the Combined Authority Board in accordance with the special voting rules.

Deputy Mayor

- 1.12. The Mayor must appoint one Member of the Combined Authority to hold the statutory functions as Deputy Mayor. This statutory Deputy Mayor shall:
 - (a) hold office until the end of the term of office of the Mayor;
 - (b) cease to be statutory Deputy Mayor if at any time the Mayor removes him or her from office, he or she resigns as Deputy Mayor or ceases to be a Member of the Combined Authority;
 - (c) act in the place of the Mayor if for any reason the Mayor is unable to act, or the office of Mayor is vacant.
- 1.13. If a vacancy arises in the office of statutory Deputy Mayor, the Mayor shall immediately appoint another Member of the Combined Authority to be the statutory Deputy Mayor.
- 1.14. If the Mayor is unable to act or the office of Mayor is vacant; and the

Chapter 3 – The Mayor of the Combined Authority

statutory Deputy Mayor is unable to act, the Monitoring Officer shall call a meeting of the Combined Authority Board to take decisions, by simple majority, in the absence of the Mayor.

- 1.15. For reasons of good governance, the Mayor may appoint a second non-statutory Deputy Mayor from amongst the Constituent Council members as he/she thinks appropriate.
- 1.16. The non-statutory Deputy Mayor shall preside over any meeting of the Combined Authority called to make decisions in the absence of the Mayor and statutory Deputy Mayor.
- 1.17. Should the statutory Deputy Mayor be appointed as Chair of the Combined Authority in the absence of the Mayor, the non-statutory Deputy Mayor shall be appointed as the Vice-Chair.

2. Delegation of Functions reserved to the Mayor

- 2.1. The Mayor may arrange for:
 - (a) the statutory Deputy Mayor to exercise any general function of the Mayor; or
 - (b) another Member or officer of the Combined Authority to exercise any such function.
- 2.2. The Mayor shall produce a scheme of delegation for any delegated functions.
- 2.3. The financing of a Mayoral Combined Authority can be met from precepts by the Combined Authority (section 107G, 2009 Act). However, the Mayor has no power to borrow money (section 107D(8), 2009 Act).

3. Mayoral Decisions

- 3.1. Any Mayoral decisions will be made in accordance with the Constitution including the Transparency Rules, Forward Plan and Key Decisions. [Chapter 6 - Transparency Rules, Forward Plan and Key Decisions](#).

Chapter 4 - Combined Authority Board Functions

Chapter 4 - Combined Authority Board Functions

1. Functions reserved to the Board

- 1.1. The following functions are reserved to the Combined Authority Board:

Strategies and Plans

- 1.2. The adoption of, and any amendment to or withdrawal of the following plans and strategies:

- (a) The Mayor's growth ambition statement;
- (b) Business Plan;
- (c) Business cases for key priority projects identified in the Business Plan;
- (d) Local Industrial Strategy;
- (e) Local Transport Plan;
- (f) Bus Strategy;
- (g) Approval of the key route network;
- (h) Skills Strategy;
- (i) Housing Strategy;
- (j) Investment Strategy;
- (k) Non-Statutory Strategic Spatial Plan;
- (l) Market Town Masterplans for Growth;
- (m) Business Plan, Annual Accounts and Shareholders Agreement for Cambridgeshire and Peterborough Combined Authority Holding Company;
- (n) Other strategies and plans as agreed.

Frameworks

- 1.3. The adoption of, and any amendment to or withdrawal of the following framework documents:

- (a) Assurance Framework;
- (b) Monitoring & Evaluation Framework.

Financial Matters

- 1.4. The adoption of, and any amendment to or withdrawal of the following financial documents:

Chapter 4 - Combined Authority Board Functions

- (a) The non-mayoral Combined Authority budgets;
 - (b) Approval of carry forward of any underspent balances between financial years;
 - (c) Annual spending plans for the allocation of transport-related funding;
 - (d) Treasury Management Strategy including approval of borrowing limits;
 - (e) Medium Term Financial Plan and Capital Programme
 - (f) Fiscal Strategy to reflect any taxation proposals, such as Business Rates, Local Taxation, and to approve any requests to Government for additional powers.
- 1.5. Consultation on the allocation of Local Highways Maintenance Capital Grant
- 1.6. Approve budget allocations for feasibility work from the non-transport feasibility fund
- 1.7. Approve business cases and loans to third party businesses including wholly owned subsidiaries;
- 1.8. Approve applications to bid for external funding where there are wider budgetary implications, or the bid relates to a matter outside the strategic framework.
- 1.9. Approval of virements of £500k and over;
- 1.10. In relation to the Mayor's General Budget:
- (a) The approval of the draft budget (or revised draft budget) or
 - (b) The decision to veto the draft budget (or revised draft budget) and approval of the Mayor's draft budget incorporating the Combined Authority Board's recommendation as the relevant amounts and calculations.

in accordance with the Budget Framework Procedure Rules

Accountable Body

- 1.11. Auditing decisions for funding approved by the Business Board for Local Growth Funds, Growth Hub funding, Energy Hub funds and Enterprise Zones funds.

Chapter 4 - Combined Authority Board Functions

Governance

- 1.12. Decisions related to:
- (a) Adoption and amendment of the Constitution;
 - (b) Establishment and membership of Committees and Sub-Committees;
 - (c) Establishment and membership of Joint Committees and Commissions;
 - (d) Approve the nomination of lead member responsibilities and membership and chairs of executive committees and sub-committees upon recommendation from the Mayor;
 - (e) Approval of Mayoral Allowance and any other allowance schemes;
 - (f) Appointment of an Independent Person of the Audit and Governance Committee;
 - (g) Appointment of Statutory Officers;
 - (h) Delegation of functions to third parties;
 - (i) Establishment of Trading Companies;
 - (j) Any other matters reserved to the Board.
- 1.13. The Combined Authority shall exercise the general power of competence in relation to any of its functions after having due regard to the advice of the Monitoring Officer and Chief Finance Officer.
- 1.14. The Combined Authority Board shall have the power to reserve decisions to itself which would otherwise be taken by the Executive Committees.

2. Membership of the Board

- 2.1. The Combined Authority Board consists of the Members as set out below:
- (a) The Mayor, or deputy Mayor acting in his/her absence
 - (b) An elected Member appointed by each of the Constituent Councils or Substitute Members acting in their place;
 - (c) A Representative of the Business Board or Substitute Members acting in their place;
 - (d) Co-opted Members (non-voting) invited to attend who shall be present to contribute on issues related to the organisation they represent.
- 2.2. If a Member fails throughout a period of six consecutive months from the date of their last attendance to attend any meeting of the authority, then, subject to certain exceptions, they cease to be a Member of the Board.

Chapter 4 - Combined Authority Board Functions

3. Functions of the Combined Authority

- 3.1. The functions of the Combined Authority are grouped into lead member responsibilities, allocated to Constituent Council Members of the Combined Authority and include the following responsibilities:
- (a) To lead and champion their allocated lead member functions;
 - (b) To act as key spokesperson for the Combined Authority within their respective Constituent Councils
 - (c) To chair and lead a committee where established;
 - (d) To provide leadership for officers on the development of key strategic documents or investment proposals for approval by relevant committees or the Combined Authority Board;
 - (e) To provide leadership for their geographical area within the collective Combined Authority into future devolution proposals and public sector reform;
 - (f) To liaise with Members holding similar lead member responsibilities within the Constituent Councils.
 - (g) To lead on the development of key strategic documents for approval by the Combined Authority;
 - (h) To develop and present investment proposals to the Combined Authority;
 - (i) To communicate with the public on matters within their portfolios and to be accountable for their portfolio areas;
 - (j) To input into future devolution proposals and public sector reform.
- 3.2. The Portfolios are set out in Appendix 1 – Lead Member Responsibilities.

4. Executive Bodies

- 4.1. The Combined Authority Board has the power to delegate its functions, which are not reserved to it, to Committees, Sub-Committees, Officers, Joint Committees or other Local Authorities. The Board cannot delegate its functions to individual members of the Board.

Working Groups

- 4.2. The Combined Authority may establish informal working groups. These groups are non-decision making groups of Officers and Members. The

Chapter 4 - Combined Authority Board Functions

Combined Authority has established the Land Commission as a working group of the Combined Authority. The terms of reference are set out in [Appendix 3 - Cambridgeshire and Peterborough Land Commission](#).

Membership

- 4.3. The Combined Authority shall appoint the membership of all executive committees, sub-committees, joint committees and working groups, including the appointment of the Chair and Vice-Chair, Substitute Members and any Co-opted Members. In accordance with Chapter 3, the Mayor shall nominate the membership and chairs of any executive committees to the Board for approval.
- 4.4. The political balance rules apply to all committees, sub-committees and joint committees where political groups are formed. Where political groups are not formed the Combined Authority has agreed that at least one member of a party not of the same political affiliation as the Mayor shall be appointed to all committees.
- 4.5. 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.

Quorum

- 4.6. The quorum for all committees, sub-committees and working groups is at least two-thirds of the total number of Members and may be no fewer than three Members.

Access to meetings

- 4.7. The Transparency Rules, Forward Plan and Key Decisions apply to all committees, sub-committees and joint committees. ([Chapter 6 - Transparency Rules, Forward Plan and Key Decisions](#)). They do not apply to working groups and commissions.

Chapter 5 – Proceedings of Meetings

Chapter 5 - Proceedings of Meetings

1. Introduction

- 1.1. These rules apply to Combined Authority Board meetings and, where appropriate, to any committees or sub-committees of the Board. For as long as the Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020 or other legal provision having a like effect remain in force the Virtual/Hybrid Meeting Protocol at Annex 1 to this Chapter shall apply and any conflict between the Protocol and this Chapter shall be resolved in favour of the Protocol.
- 1.2. These rules apply to Combined Authority Board meetings and, subject to the limitations set out in section 8 of Chapter 11 of this Constitution [Procedure Rules of Executive Committees], to any committees or sub-committees of the Board.

2. Types of Meetings

- 2.1. There are three types of meeting:
 - (a) The Annual Meeting of the Combined Authority;
 - (b) Ordinary meetings;
 - (c) Extraordinary meetings.

3. Annual Meeting

- 3.1. The Combined Authority will normally hold an Annual Meeting (between 1 March and 30 June) following Constituent Councils' Annual Meetings.
- 3.2. The Annual Meeting will:
 - (i) note the appointment of Members of Constituent Councils and the Business Board (and their Substitute Members);
 - (ii) receive any declarations of interest from Members;
 - (iii) approve minutes of the last meeting;
 - (iv) appoint any or Co-opted Members;

Chapter 5 – Proceedings of Meetings

- (v) approve lead members responsibilities;
 - (vi) appoint such executive Committees as the Combined Authority considers appropriate, their membership and the Chair and Vice-Chair;
 - (vii) appoint the Overview and Scrutiny Committee and Audit and Governance Committee (including their terms of reference, size, the allocation of seats to political parties in accordance with the political balance requirements) in accordance with nominations received from Constituent Councils;
 - (viii) appoint the Chair and Vice-Chair of the Audit and Governance Committee;
 - (ix) agree the programme of the Ordinary Meetings of the Combined Authority for the forthcoming year, and appropriate advanced notification of other planned meetings of Committees; and
 - (x) be followed by an Ordinary Meeting to consider any other business set out in the notice convening the meeting.
- 3.3. The Combined Authority Board may decide at subsequent meetings to dissolve Committees, alter their terms of reference or to appoint new Committees.

4. Ordinary Meetings

- 4.1. The Combined Authority Board will decide on the number of Ordinary Meetings to hold in each municipal year in addition to its annual meeting. Each meeting will be held at a time and place as the Combined Authority decides.
- 4.2. Ordinary Meetings will:
- (i) approve the minutes of the last meeting;
 - (ii) receive any declarations of interest from Members;
 - (iii) receive any announcements from the Mayor;
 - (iv) receive questions from, and provide answers to the public in accordance with Standing Order 18 below;
 - (v) receive petitions in accordance with Standing Order 19 below;

Chapter 5 – Proceedings of Meetings

- (vi) receive and consider reports from its Officers, Committees and Sub-Committees and working groups;
 - (vii) deal with any business from the last Combined Authority meeting; and
 - (viii) consider motions on notice and any other business specified in the summons to the meeting.
- 4.3. Unless otherwise determined by statute, the Chair may vary the order of the agenda at their absolute discretion and may allocate or re-allocate an appropriate time for the transaction of each item.
- 4.4. If any issues arise at a meeting in relation to interpretation of the meeting procedure rules the Chair's decision shall be final.

Urgency

- 4.5. The Chair may determine that an item of business that has not been open to prior public inspection, should be considered at the meeting as a matter of urgency. Any urgent items shall comply with Transparency Rules, Forward Plan and Key Decisions in [Chapter 6 - Transparency Rules, Forward Plan and Key Decisions](#) .

5. Extraordinary Meetings

- 5.1. An Extraordinary Meeting of the Combined Authority may be called by:
- (i) the Combined Authority by resolution;
 - (ii) the Chair of the Combined Authority;
 - (iii) the Chief Executive of the Combined Authority;
 - (iv) the Monitoring Officer; or
 - (v) any three Members of the Combined Authority if they have signed a requisition presented to the Chair of the Combined Authority and the Chair has refused to call a meeting or has failed to call a meeting within seven days of the presentation of the requisition.
- 5.2. The business to be conducted at an Extraordinary Meeting shall be restricted to the items of business contained in the request for the Extraordinary Meeting and there shall be no consideration of previous minutes or reports from Committees etc. except that the Chair may at his/her absolute

Chapter 5 – Proceedings of Meetings

discretion permit other items of business to be added to the agenda for the efficient discharge of the Combined Authority's business.

6. Notice of meetings and Agendas

- 6.1. Notice of meetings, agendas and reports will be published in accordance with the Transparency Rules, Forward Plan and Key Decisions. (see [Chapter 6 - Transparency Rules, Forward Plan and Key Decisions](#))

7. Public Access

- 7.1. As set out in the Transparency Rules, Forward Plan and Key Decisions, every meeting of the Combined Authority shall be open to the public, except where the public are excluded during the whole or part of the proceedings in certain circumstances. Copies of the agenda and any additional papers will be available for the public and media representatives.

8. Attendance

- 8.1. The Monitoring Officer shall record the attendance of each Member at the meeting.

9. Notice of Substitute Members

- 9.1. Substitute Members may attend meetings in that capacity only:
- (a) to take the place of the Member for whom they are the designated substitute where the Member will be absent for the whole of the meeting;
 - (b) after they, or the Member they are substituting for, has provided the Monitoring Officer with notice of the substitution before the commencement of the meeting in question;
 - (c) where an adjourned meeting is reconvened, and it is essential for that Substitute Member to continue to attend to comply with good governance.
- 9.2. Substitute Members will have all the powers and duties of an ordinary Member of the Combined Authority for the duration of the meeting at which they act as Substitute but will not be able to exercise any other special powers or duties exercisable by the person for whom they are the Substitute.

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10. Chair and Vice-Chair

- 10.1. From the point at which he or she takes office, the Mayor will act as Chair to the Combined Authority. The Mayor shall appoint a statutory Deputy Mayor holding statutory powers as Vice-Chair of the Combined Authority.
- 10.2. If the Mayor resigns or the position is vacant, the statutory Deputy Mayor shall chair the Combined Authority Board.
- 10.3. Following the appointment of the Deputy Mayor as Chair, the Combined Authority must appoint a Vice-Chair from among its Members and the appointment is to be the first business transacted. If the Mayor has appointed a second Deputy Mayor, he or she shall be the Vice-Chair.
- 10.4. A person ceases to be Chair or Vice-Chair of the Combined Authority Board if they cease to be a Member of the Combined Authority.
- 10.5. If a vacancy arises in the office of Chair or Vice-Chair, an appointment to fill the vacancy is to be made at the next ordinary meeting of the Combined Authority Board, or, if that meeting is to be held within 14 days of the vacancy arising, at the following meeting. The appointment of Chair must be the first business transacted. The appointment of the Vice-Chair should be the first business transacted after the appointment of the Chair of the Board.

11. Quorum

- 11.1. No business shall be transacted at any meeting of the Combined Authority Board unless at least five Members are present at the meeting, including:
 - (a) the Mayor, or the Deputy Mayor acting in place of the Mayor, and
 - (b) at least four other Members appointed by the Constituent Councils, or Substitute Members acting in their place.
- 11.2. If the Mayor is not in post, or if for any reason
 - (a) the Mayor is unable to act, or the office of Mayor is vacant, and
 - (b) the deputy Mayor is unable to act, or the office of deputy Mayor is vacant,
 no business shall be transacted at any meeting of the Combined Authority Board unless at least five Members of the Constituent Councils, or their Substitute Members, are present at the meeting.

Chapter 5 – Proceedings of Meetings

12. Declaration of Interests in Meetings

- 12.1. Where a Member attends a meeting of the Combined Authority Board, Committees or Sub-Committees they must declare personal interests and disclosable pecuniary interests not already notified in the register of interests as defined in the Members' Code of Conduct either at the start of the meeting, or otherwise as soon as the interest becomes apparent in the course of the meeting.
- 12.2. All Members and their Substitute Members, and Co-opted Members and their Substitute Members shall also complete a Declaration of Interest form.
- 12.3. In addition, where in relation to any meeting a Member has declared a disclosable pecuniary interest in a matter, the Member must leave the room for the duration of the discussion on that matter.

13. Rules of Debate

Speeches

- 13.1. The Chair will be responsible for the management of the meeting and will introduce each item on the agenda in the order they appear on the agenda or such order as the Chair considers most effective for the conduct of the meeting.
- 13.2. The Chair may invite a Member or Officer to present the item for debate.
- 13.3. The Chair will decide the order in which speakers will be heard and may permit both Members and Officers to speak on the item.
- 13.4. Members will remain seated when speaking and must address the Chair.
- 13.5. Speeches must be directed to the subject under discussion or to a personal explanation or point of order.
- 13.6. The Chair shall at his discretion determine the time permitted for speeches and the number of speeches to be made by any Member or Officer.
- 13.7. A Member may move a motion without giving notice as required by paragraph 14 below based upon recommendations in a report or may move amended or alternative recommendations.
- 13.8. If an amendment is moved the mover of the original motion has the right of reply on the debate concerning the amendment.

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- 13.9. The mover of the motion has a right of reply at the end of the debate immediately before it is put to the vote.

14. Motions Submitted in the Name of a Member

- 14.1. Any Member of the Board appointed by a Constituent Council or the Business Board may give notice of a motion for consideration at any ordinary meeting of the Combined Authority.
- 14.2. The Monitoring Officer shall only accept a notice of motion which relates to those matters for which the Combined Authority has powers, duties or responsibility, or which affect the area of the Combined Authority or part of it or its citizens. He/she shall keep a record of the date and time at which every motion is delivered to him/her.
- 14.3. The motion must not be:
- (a) illegal, improper, defamatory, frivolous or offensive including if it makes unfair claims about Members of Combined Authority or Constituent Council staff;
 - (b) substantially the same as a motion which has been put at a meeting of the Combined Authority in the past year.
- 14.4. Unless the Chair of the Combined Authority Board is of the opinion that a motion should be considered as a matter of urgency, notice of every motion to be moved at any meeting of the Combined Authority Board shall be delivered to the Monitoring Officer in writing not later than 12 noon on the sixth working day before the day of the Combined Authority meeting, but not including the day of the meeting itself.
- 14.5. Motions will be listed on the agenda in the order of which notice is received by the Monitoring Officer unless the Member giving notice states that they propose to move it to a later meeting or withdraw it.
- 14.6. At the close of the debate on the motion, and immediately before it is put to the vote, the mover has a right of reply.
- 14.7. Where notice of a motion has been given and has been included on the agenda for a meeting of the Combined Authority, but the motion has not been moved and seconded (for whatever reason) that motion shall lapse.

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- 14.8. Where a meeting of the Combined Authority is cancelled, postponed or adjourned to a later date any unconsidered motions will be considered at the next ordinary meeting of the Combined Authority Board or at a later meeting selected by the Member proposing the motion.

15. Amendment to Motions

- 15.1. An amendment shall be relevant to the motion and shall either:
- (a) refer the matter to the appropriate body or individual for consideration or reconsideration;
 - (b) leave out words; or
 - (c) insert or add other words,

as long as the amendment does not have the effect of negating the motion.

- 15.2. Under normal circumstances, only one amendment may be moved and discussed at a time, and no further amendment shall be moved until the amendment under discussion has been disposed of.
- 15.3. However, the Chair may permit two or more amendments to be discussed together (but not voted upon) if circumstances suggest that this course would facilitate the proper conduct of business and may direct the order in which such amendments are to be put to the vote.
- 15.4. If an amendment is not carried, other amendments may be moved to the original motion. If an amendment is carried, the motion as amended shall take the place of the original motion and shall become the substantive motion upon which any further amendment may be moved.

16. Voting

General Voting

- 16.1. Each voting Member shall have one vote. There shall be no casting vote. A “Member” includes:
- (a) the Mayor;
 - (b) a Constituent Council Member or a Substitute Member acting in that Member’s place; and
 - (c) a Member appointed from the Local Enterprise Partnership.

Chapter 5 – Proceedings of Meetings

- 16.2. 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.
- 16.3. If a vote is tied it is deemed not to have been carried.
- 16.4. If there is a deadlock, the matter shall be brought back to the next meeting of the Combined Authority Board.
- 16.5. The proceedings of the Combined Authority are not invalidated by any vacancy among its Members or Substitute Members or by any defect in the appointment or qualifications of any Member or Substitute Member.
- 16.6. If for any reason:
- (a) the Mayor is unable to act, or the office of Mayor is vacant, and
 - (b) the deputy Mayor is unable to act, or the office of deputy Mayor is vacant, the other members of the combined authority must act together in place of the Mayor taking decisions by a simple majority.

Special Voting

- 16.7. A decision on a question relating to:
- (a) amendments to the Constitution;
 - (b) determining a request by an organisation to become a Co-opted Member on the Combined Authority Board;
- requires a vote in favour, by at least two-thirds of all Members (or their Substitute Members) present and voting.

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16.8. A decision on a question relating to:

- (a) the Transport Plan;
- (b) any spending plans or plans for the allocation of transport-related funding;

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.

Voting on the Mayoral Matters

16.9. A decision on a question relating to a proposal by the Mayor to exercise the general power of competence which involves:

- (a) property, rights and liabilities passing between the Combined Authority and any Constituent Authorities; or
- (b) the preparation and publication of the Mayor's strategy for spatial development in the Combined Authority area;

requires a unanimous vote by all Members of the Combined Authority appointed by the Constituent Councils (or their Substitute Members).

16.10. 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 (or their Substitute Members). The two-thirds must be present and voting.

Recorded Votes

16.11. A Member may ask immediately after the vote is taken, that their vote is recorded in the minutes of the relevant meeting.

16.12. Where Members vote on the budget, the vote will be recorded.

Voting on Appointments

16.13. If there are more than two people nominated for any position to be filled and there is not a clear majority of votes in favour of one person, then the name of the person with the least number of votes will be taken off the list and a

Chapter 5 – Proceedings of Meetings

new vote taken. The process will continue until there is a majority of votes for one person.

17. Minutes

- 17.1. The minutes of the proceedings of each meeting of the Combined Authority Board, or any Committee or Sub-Committee of the Combined Authority Board, shall be retained by the Combined Authority and shall include the names of Members and Substitute Members present at any meeting.
- 17.2. The minutes must be signed at the next ordinary meeting of the Combined Authority by the Chair. No discussion shall take place upon the minutes except about their accuracy. Any signed minutes are to be received in evidence without further proof.
- 17.3. Until the contrary is proved a meeting of the Combined Authority Board or its Committees or Sub-Committees, a minute of whose proceedings has been signed in accordance with paragraph 17.2, is deemed to have been duly convened and held, and all the Members and Substitute Members present at the meeting are deemed to have been duly qualified.

18. Questions by the Public

- 18.1. Where there is an item on the agenda that has attracted significant public attendance, that matter shall normally be taken early in the agenda, unless the Chair agrees there is a compelling reason to do otherwise.
- 18.2. Members of the public, who are residents of the Combined Authority area or work in the area, may ask questions of a Member of the Combined Authority at Combined Authority Board meetings, including at an Extraordinary Meeting, or at an Executive Committee. For Extraordinary Meetings, the question must relate to the item on the agenda.

Questions by the Members

- 18.3. The Overview and Scrutiny Committee has adopted a pre-scrutiny model whereby it meets before every Combined Authority Board meeting to scrutinise the Board's agenda. At this meeting, the Committee shall discuss and formally agree by means of a vote a list of questions to be raised at the next Combined Authority Board meeting following discussion with officers and relevant executive board members. The agreed list of questions shall be raised by the Chair, on behalf of the Committee, at the next Combined Authority Board meeting.

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- 18.4 Members of Constituent Councils should submit any questions on items on the Combined Authority Board agenda to the Overview and Scrutiny Committee scrutinising that Board agenda. Requests to speak at meetings of the Combined Authority Board on items on the Board's agenda will then be at the discretion of the Mayor.
- 18.5 Members of Constituent Councils may also ask questions of a Member of the Combined Authority at executive committees.
- 18.6 Members of Constituent Councils may ask questions of a Member of the Combined Authority at a Combined Authority Board meeting, including at an Extraordinary Meeting, provided the question is not substantially the same as a question which has been put to the Board by the Chair of the Overview and Scrutiny Committee or one of its Executive Committees.

Time Limit

- 18.7 The total time allocated for questions by the public and Members shall normally be limited to a maximum of 30 minutes, but the Chair shall have the discretion to add a further 15 minutes.

Order of Questions

- 18.8 Questions raised by the Chair of Overview and Scrutiny Committee will be taken first at the relevant item followed by questions submitted by the public. Priority will be given to questions on items on the agenda for the meeting, or issues where decisions are expected before the next meeting. Questions will be taken at the meeting in the order in which they were received.

Notice of Questions

- 18.9 A question may only be asked if it has been submitted in writing or by electronic mail to the Monitoring Officer no later than midday three working days before the day of the meeting. Each question must give the name and address and contact details of the questioner, the name of the organisation if the question is being asked on their behalf, details of the question to be asked, and the name of the Member of the Combined Authority Board to whom it is to be put.

Number of Questions

- 18.10 At any one meeting no person may submit more than one question.

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Scope of Questions

- 18.11 If the Monitoring Officer considers a question:
- (a) is not about a matter for which the Combined Authority has a responsibility or which affects its area;
 - (b) is illegal, improper, defamatory, frivolous or offensive including if it makes unfair claims about Members of the Combined Authority or Combined Authority staff;
 - (c) is substantially the same as a question which has been put at a meeting of the Combined Authority Board or an executive committee in the past year;
 - (d) is substantially the same as a question which has been put at a meeting of the Combined Authority Board by the Chair of the Overview and Scrutiny Committee; or
 - (e) requires the disclosure of confidential or exempt information
- he/she will inform the Chair who will then decide whether or not to reject the question.

Record of Questions

- 18.12 The Monitoring Officer shall record the question and will immediately send a copy to the Member to whom it is to be put. Rejected questions will be recorded including the reasons for rejection.
- 18.13 Written answers will be provided after the meeting to the person who submitted the question. Copies of all questions will be circulated to all Members. Questions and answers will be added to the Combined Authority website.

Asking the Question at the Meeting

- 18.14 The Chair will invite the questioner to put the question to the Member named in the notice. Up to two minutes are allowed for putting the question. If a questioner who has submitted a written question is then unable to be present, they can ask for a written response. No debate will be allowed on the question or response.

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Supplementary Questions

- 18.15 Unless due to time shortage and the need to answer other questions means there is insufficient time for supplementary questions, a questioner may also put one supplementary question without notice to the Member who has replied to his or her original question. A supplementary question must arise directly out of the original question or the reply and must not introduce new material. One minute is allowed for putting the supplementary question.

Answers

- 18.16 Up to two minutes are allowed for answering a question or supplementary question. Any question which cannot be dealt with because of lack of time will be dealt with by a written answer.

19. Petitions from the public

- 19.1. Petitions with at least 500 signatures may be presented to the Combined Authority Board. The person presenting the petition will be allowed to address the meeting briefly (not exceeding three minutes) to outline the aims of the petition. The Chair will refer the matter to another appropriate body or to the Chief Executive, unless a relevant item appears elsewhere on the Agenda.
- 19.2. A petition should be received by the Monitoring Officer no later than midday three working days before the day of the meeting.

20. Conduct at meetings

Member Not to be Heard Further

- 20.1. If a Member persistently disregards the ruling of the Chair by behaving improperly or offensively or deliberately obstructs business, the Chair or another Member may move that the Member not be heard further. If seconded, the motion will be voted on without discussion.

Member to Leave the Meeting

- 20.2. If the Member continues to behave improperly after such a motion is carried, the Chair or another Member may move that either the Member leaves the meeting or that the meeting is adjourned for a specified period. If seconded, the motion will be voted on without discussion.

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General Disturbance

- 20.3. If there is a general disturbance making orderly business impossible, the Chair may adjourn the meeting for as long as he or she thinks necessary.

Removal of Member of the Public

- 20.4. If a member of the public interrupts proceedings, the Chair will warn the person concerned. If they continue to interrupt, the Chair will order their removal from the meeting room.

Clearance of Part of Meeting Room

- 20.5. If there is a general disturbance in any part of the meeting room open to the public, the Chair may call for that part to be cleared.

21. Suspension of Procedure Rules

- 21.1. All of these procedure rules except those provided for in statute may be suspended by motion on notice or without notice. Suspension can only be for the duration of the meeting and requires a two-thirds majority of those present and voting.
- 21.2. The Protocol on the Webcasting of Meetings which forms Annex 2 to this Chapter shall apply to the webcasting of the meetings of the Combined Authority and its committees.

22. Photography, Audio/Visual recording of Meetings and Blogging/Tweeting

- 22.1. Please see Transparency Rules Forward Plan and Key Decisions (see [Chapter 6 - Transparency Rules, Forward Plan and Key Decisions](#))

Chapter 5 – Proceedings of Meetings

Annex 1 Virtual/Hybrid Meeting Protocol

1. Introduction

- 1.1. [Local Authorities and Police and Crime Panels \(Coronavirus\) \(Flexibility of Local Authority and Police and Crime Panel Meetings\) \(England and Wales\) Regulations 2020](#) make provision for remote attendance at, and remote access to Local Authority meetings held on or before 7 May 2021.
- 1.2. The Regulations enable a Local Authority to hold meetings without all, or any, of the members being physically present in a room. They allow for remote meetings through electronic and digital means at virtual locations using video and telephone conferencing, live webcast and live interactive streaming.
- 1.3. The “place” at which the meeting may be held may be a council building, or where the organiser of the meeting is located, or an electronic, digital or virtual location, a web address or a conference call telephone number.
- 1.4. In order for members to be able to attend meetings of the local authority remotely, they need not be physically present, provided they are able to hear and be heard (and where practicable, see and be seen by) other councillors and members of the public attending remotely or in person.
- 1.5. While the procedure rules in this protocol take precedence over the Combined Authority standing orders in relation to the governance of remote meetings, all other current standing orders not mentioned in the protocol remain effective.
- 1.6. In line with the Regulations, this protocol is designed to provide a guide to virtual formal committee meetings involving Members, officers and the public during the Covid-19 crisis. It will be kept under regular review.

2. Decisions of Formal Meetings of the Combined Authority

- 2.1. Monitoring or information items will be circulated to the relevant committee via e-mail outside of formal meetings.

Chapter 5 – Proceedings of Meetings

3. Meetings of the Combined Authority Board, Executive Committees, Overview & Scrutiny Committee and Audit & Governance Committee

- 3.1. Meetings will take place using the Zoom software platform. A detailed briefing note for the Chair to manage the meeting electronically will be provided. Confidential items may take place using a different software platform.

Public Questions

- 3.2. The Combined Authority will continue to take questions from the public as set out in the Constitution. The member of the public asking the question will receive access details from the meeting clerk hosting the meeting to access the Zoom meeting.

Petitions

- 3.3. During the Covid-19 crisis it will not be possible to accept paper petitions. An electronic petition will be acceptable provided it meets the requirements as set out in the Constitution. The member of the public presenting the petition will receive access details from the meeting clerk hosting the meeting to access the Zoom meeting.

Voting

- 3.4. Voting will be managed by the Chair supported by the meeting clerk. If an item requires a recorded vote, or if problems arise with the electronic poll system, the Chair will ask all Members to turn their microphones on. The Chair will then read out the name of each Member in turn in alphabetical order and ask them how they wish to vote. Once a Member has given their vote then microphones should be muted again. The meeting clerk will record the outcome of the voting and announce it upon conclusion of the voting procedure. If an item does not appear to be contentious, the Chairman will ask Members whether any Member disagrees or wishes to abstain. This will be actioned by the Member clicking on the “raise your hand” icon. If nobody objects the motion will be taken as carried.

Chapter 5 – Proceedings of Meetings

4. Running a virtual meeting

Members Joining a Virtual Meeting

- 4.1. Members are encouraged to join the meeting promptly (ie at least 10 minutes before the scheduled start time) in order to resolve any issues with joining and avoid disrupting the meeting. The Chair will remind councillors to mute their microphones when not speaking. This is done in order to reduce feedback and background noise.

Access to documents

- 4.2. The Combined Authority will publish the agenda and reports for committee meetings on the Council's website and will notify councillors by email. Printed copies will not be circulated and nor will they be available for inspection at the Council's offices.

Public Access

- 4.3. The following wording will be added to the Combined Authority's website as well as to the meeting page for each committee meeting.

Due to Government guidance on social-distancing and the Covid-19 virus it will not be possible to hold a physical meeting of the XXX on XXX. Arrangements are being made for the press and public to follow the decision-making via Zoom. Details of how to watch the meeting will be published at the foot of the meeting page under the 'meeting documents' heading.

The requirement to ensure meetings are open to the public includes access by remote means, including video conferencing, live webcast and live interactive streaming. Where a meeting is accessible to the public through such remote means, the meeting is open to the public whether or not members of the public are able to attend the meeting in person.

Recording Meetings

- 4.4. The Zoom software platform has a facility for recording meetings. All virtual meetings will be recorded.

Chapter 5 – Proceedings of Meetings

Registering Attendance and Meeting Etiquette

- 4.5. At the start of the meeting, the Chair will carry out a roll call of all Members present. Confirmation will be given by each Member switching their video on and unmuting their microphone to confirm they are present.
- 4.6. All Members and officers except the Chairman are asked to keep their microphones on mute unless invited to speak. Any Member returning after a disconnection is asked not to interrupt when returning to announce their return.

Protocol for councillors speaking at meetings

- 4.7. Members who wish to speak during a meeting will need to click on the “raise your hand” icon. The Chair may ask each person in turn if they have any points they wish to raise on a particular item before completing the discussion on that item. When referring to reports or making specific comments, councillors should refer to the report and page number in the agenda document pack so that all Members have a clear understanding of what is being discussed at all times.

Dealing with technical difficulties

- 4.8. In the event that the Chair or the meeting clerk hosting the meeting identifies a failure of the remote participation facility, the Chair may declare an adjournment while the fault is addressed.
- 4.9. If it is not possible to address the fault and the meeting is inquorate, the meeting will be abandoned until such time as it can be reconvened. If the meeting is quorate, the Chair will decide if this meeting should continue, depending on the difficulties being experienced, or whether it should be adjourned until a later time or date.

Chapter 5 – Proceedings of Meetings

Annex 2 Protocol on the Webcasting of Meetings

General

- 1.1. The Combined Authority has agreed that meetings of the Combined Authority Board, Executive Committees, Audit & Governance Committee and Overview & Scrutiny Committee can be transmitted live on the internet (webcast), and the recordings made available on the website for 12 months.
- 1.2. Other meetings may also be webcast, as and when required, subject to the approval of the Chairman and members present. Fixed cameras will be located in meeting rooms for this purpose. This protocol has been produced to assist the conduct of webcast meetings and to ensure that in doing so the Combined Authority is compliant with its obligations under the Data Protection Act 1998 and the Human Rights Act 1998. Accordingly, the following will apply to all meetings to be webcast by the Council:
 - (a) The Mayor/Chairman of the meeting has absolute discretion to terminate or suspend the webcast at any time and for any reason which the Mayor/Chairman deems reasonable. This may include public disturbance or other disruption of the meeting.
 - (b) No exempt or confidential agenda items shall be webcast and no part of any meeting will be webcast after the Council has voted to exclude the press and public because there is likely to be disclosure of exempt or confidential information.
 - (c) Subject to (d) below, all archived webcasts will be available to view on the Council's website for a period of 12 months.
 - (d) Archived webcasts or parts of webcasts may be removed from the Council's website if, in the reasonable opinion of the Monitoring Officer, it may prejudice the Council's or the public's interests. Content may also be removed if the Monitoring Officer considers it necessary because all or part of the content of the webcast is or is likely to be in breach of any statutory provision or common law, for example Data Protection and Human Rights legislation or provisions relating to confidential or exempt information.

Chapter 5 – Proceedings of Meetings

- (e) If the Monitoring Officer has decided to take such action he/she/they must notify all elected Members in writing as soon as possible of his/her decision and the reasons for it. Council anticipates that the need to exercise this power will occur only on an exceptional basis.
 - (f) Any elected Member who is concerned about any webcast should raise their concerns with the Monitoring Officer.
 - (g) At the start of each meeting to be recorded, an announcement will be made to the effect that the meeting will be webcast and the Mayor/Chairman will make the following statement: 'May I remind everyone present that this meeting will be broadcast live via the internet and the record will be archived for future viewing.'
 - (h) As part of the process for asking public questions residents will be advised that the meeting will be streamed on the internet and a copy of the meeting retained on the website. If an attendee (other than an elected member of the Council) does not wish to be filmed whilst addressing the meeting (unless they are included in the proceedings) ordinarily if members of the public are participating the meeting Clerk will provide advice on the best place to position themselves to ensure no image of the attendee is taken and the webcast operator will focus the camera on the Mayor/Chairman.
 - (i) At the front of each agenda and on signs to be displayed inside and outside the meeting room there will be the following notice:-
WEBCASTING NOTICE Please note: this meeting may be filmed for live broadcast via the Combined Authority's website with recorded content available to view on its website for a period of 12 months.
- 1.3. By entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings for webcasting and/or training purposes. If members of the public do not wish to have their image captured they should notify the Mayor/Chairman at the start of the meeting and sit out of range of the cameras.
- 1.4. Any queries regarding the webcasting of meetings should be referred to the Monitoring Officer.



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- 1.5. Members of the public are permitted to film or record Councillors and officers at any Council meetings that are open to the public and press. The Combined Authority permits photography and social media reporting of all its public meetings.

Chapter 6 – Transparency Rules, Forward Plan and Key Decisions

Chapter 6 - Transparency Rules, Forward Plan and Key Decisions

1. Scope

- 1.1. These rules are a summary of rights to attend meetings of the Combined Authority Board, and to access documents.
- 1.2. These rules apply to all meetings of the Combined Authority, Committees and Sub-Committees (including the Overview and Scrutiny and the Audit and Governance Committees where appropriate).

2. Additional Rights to Information

- 2.1. These rules do not affect any more specific rights to information set out elsewhere in this Constitution or provided by the law, including the Data Protection Act, Freedom of Information Act or the Environmental Information Regulations.

3. Rights to Attend Meetings

- 3.1. Members of the public may attend all meetings subject only to the exceptions in these rules.

4. Notice of Meetings

- 4.1. The Monitoring Officer shall give notice of any meeting by publishing details of the meeting on the Combined Authority website:
 - (a) at least five clear days before the meeting; or
 - (b) where the meeting is convened at shorter notice, at the time that the meeting is convened.
- 4.2. For the purposes of calculating the five clear day notice period, the day on which notice is given and the day of the meeting shall be disregarded.
- 4.3. The notice will set out the time and place the business is to be carried out.

5. Access to Agenda and Reports before the Meeting

- 5.1. All agendas and reports will be published at least five clear working days before the meeting. If an item is added to the agenda later, the revised

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agenda will be open to inspection from the time the item was added to the agenda.

- 5.2. Where reports are prepared after the summons has been sent out, the Monitoring Officer shall make the report available to the public as soon as the report is completed and sent to Members.

6. Access to Minutes after the Meeting

- 6.1. The draft minutes of each meeting shall be produced and published with the agenda of the next meeting.
- 6.2. The minutes of a meeting must be signed at the next meeting by the person presiding at that meeting. No discussion shall take place upon the minutes except about their accuracy.

7. Supply of Copies

- 7.1. On payment of a charge for postage and any other costs, the Monitoring Officer will supply copies of the following for all meetings to which these Rules apply:
- (a) any agenda and reports which are open to public inspection;
 - (b) any further statements or particulars necessary to indicate the nature of the items; and
 - (c) if the Chief Executive thinks fit, copies of any other documents supplied to Members in connection with an item.
 - (d) the minutes of the meeting or records of decisions taken, excluding any part of the minutes of proceedings when the meeting was not open to the public or which disclose exempt or confidential information;
 - (e) a summary of any proceedings not open to the public where the minutes are open to inspection would not provide a reasonably fair and coherent record;
- 7.2. Copies of any agenda, reports or minutes which are open to public inspection will be available for six years after a meeting:

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8. Background Papers

- 8.1. The Monitoring Officer will set out in every report a list of those documents (called background papers) relating to the subject matter of the report which in his or her opinion:
- (a) disclose any facts or matters on which the report or an important part of the report is based; and
 - (b) were relied on to a material extent in preparing the report.
- 8.2. The documents referred to in (a) and (b) above do not include published works or those which disclose exempt or confidential information and in respect of Mayoral reports, the advice of a political advisor (if any).
- 8.3. A copy of any background papers listed will be available for public inspection for four years after the date of the meeting.

9. Exclusion of the Press and Public from Meetings

Confidential information - Requirement to Exclude the Public

- 9.1. The public must be excluded from meetings whenever it is likely in view of the nature of the business to be transacted or the nature of the proceedings that confidential information would be disclosed.

Exempt Information – Discretion to Exclude the Public

- 9.2. The public may be excluded from meetings whenever it is likely in view of the nature of the business to be transacted or the nature of the proceedings that exempt information would be disclosed.
- 9.3. Where the meeting will determine any person's civil rights or obligations, or adversely affect their possessions, Article 6 of the Human Rights Act 1998 establishes a presumption that the meeting will be held in public unless a private hearing is necessary for one of the reasons specified in that Article 6.

Meaning of Confidential Information

- 9.4. Confidential information means information given to the Combined Authority by a Government Department on terms which forbid its public disclosure or information which cannot be publicly disclosed by Court Order or by law.

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Meaning of Exempt Information

- 9.5. Exempt information means information falling within the following seven categories and within schedule 12A of the Local Government Act 1972, subject to the qualifications listed below:

CATEGORY	
1.	Information relating to any individual.
2.	Information which is likely to reveal the identity of an individual.
3.	Information relating to the financial or business affairs of any particular person (including the authority holding that information).
4.	Information relating to any consultations; or negotiations, or contemplated consultations; or negotiations, in connection with any labour relations matter arising between the authority; or a Minister of the Crown and employees of; or office holders under the authority.
5.	Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
6.	Information which reveals that the authority proposes: (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or (b) to make an order or direction under any enactment.
7.	Information relating to any action taken or to be taken in connection with the prevention or investigation or prosecution of crime.

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Qualifications
<p>Information relating to the financial or business affairs of any particular person is not exempt if it is required to be registered under:</p> <ul style="list-style-type: none"> (a) the Companies Act 1985; (b) the Friendly Societies Act 1974 and 1992; (c) the Industrial and Provident Societies Acts 1965 to 1978; (d) the Building Societies Act 1986; or (e) the Charities Act 1993. <p>Information is exempt if and so long as in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>

Exclusion of Access by the Public to Reports

- 9.6. If the Monitoring Officer feels that a report or document contains confidential or exempt information he or she must mark the report or document 'Not for Publication - paragraph ... of Schedule 12A to the Local Government Act 1972'.
- 9.7. If a report or document is marked 'not for publication' the contents will not be quoted or revealed before or after the meeting, unless before the report is discussed, the meeting decides at the beginning that the matter should be dealt with in public.
- 9.8. The public must be excluded from a meeting during an item of business whenever:
 - (a) It is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present during that item, confidential information would be disclosed to them in breach of the obligations of confidence.
 - (b) The decision-making body concerned passes a resolution to exclude the public during that item where it is likely, in view of the nature of the item of business, that if members of the public were present during that item, exempt information would be disclosed to them.

Chapter 6 – Transparency Rules, Forward Plan and Key Decisions

10. Notice of Private Meetings

- 10.1. All Combined Authority Board meetings or any Committee or Sub-Committee meetings will be held in public except when the decision-making body has resolved to:
- (a) exclude the press and public from all or part of a meeting in accordance with the Transparency rules;
 - (b) exclude a Member or members of the public in order to maintain orderly conduct or prevent misbehaviour at the meeting in accordance with the Combined Authority's standing orders;
 - (c) further notice is made available on the Combined Authority's website at least five clear days before the meeting giving the reasons for holding the meeting in private, any representations received and a statement of its response. This will form part of the decision-making body's agenda.
- 10.2. Where the date of a private meeting of the Combined Authority or its Committee or Sub-Committees makes compliance with (a) and (b) impractical, the meeting may only be held and any decision taken if agreement is obtained that the meeting is urgent and cannot reasonably be deferred from:
- (a) the Chair of the Overview and Scrutiny Committee;
 - (b) if there is no Chair or he/she is unable to act, then the Mayor as Chair of the Combined Authority; or
 - (c) in his/her absence, the Deputy Mayor as Vice-Chair of the Combined Authority.
- 10.3. A notice setting out the reasons why the private meeting is urgent and cannot reasonably be deferred must be published on the Combined Authority's website as soon as reasonably practicable after agreement has been obtained.

11. Key Decisions and Forward Plan

- 11.1. A "key decision" means a decision, which in the view of the Overview and Scrutiny Committee is likely to:

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- (a) result in the Combined Authority spending or saving a significant amount, compared with the budget for the service or function the decision relates to; or
 - (b) 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.
- 11.2. When assessing whether or not a decision is a key decision, Members must consider all the circumstances of the case. However, a decision which results in a significant amount spent or saved will not generally be considered to be a key decision if that amount is less than £500,000.
- 11.3. A key decision which is considered to have a ‘significant’ effect on communities should usually be of a strategic rather than operational nature and have an outcome which will have an effect upon a significant number of people living or working in the area and impact upon:
 - (a) the amenity of the community or;
 - (b) quality of service provided by the Authority
- 11.4. Subject as below, a key decision may not be taken by the decision maker unless:
 - (a) it is in the Forward Plan on the Combined Authority’s website;
 - (b) at least 28 clear days’ notice has been given, or if this is impracticable, the decision has complied with the provisions set out in paragraph 12 or 13 below as they may apply; and
 - (c) notice of the meeting has been given in accordance with these rules.

Forward Plan

- 11.5. The Forward Plan will be prepared by the Mayor in consultation with the Chief Executive and published by the Monitoring Officer at least 28 clear days before the date of the meeting to which it refers.
- 11.6. The Forward Plan will include matters which are key decisions to be taken by the Combined Authority, its Committee or Sub-Committees, the Mayor, an Officer, or a Joint Committee when discharging their functions. It will include in so far as the information is available or might reasonably be obtained:
 - (a) that a key decision is to be made on behalf of the Combined Authority;

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- (b) the matter about which a decision is to be made; where the decision taker is an individual, his/her name and title, if any; and, where the decision taker is a body, its name and details of its membership;
 - (c) the date on which, or period within which, the decision will be taken;
 - (d) a list of the documents submitted to the decision maker for consideration about that matter;
 - (e) the address from which copies of any document listed is available, subject to any prohibition or restriction on their disclosure;
 - (f) that other documents relevant to those matters may be submitted to the decision maker; and
 - (g) the procedure for requesting details of those documents (if any) as they become available;
 - (h) whether the decision proposed to be taken will include confidential or exempt information and require the meeting to be private to consider the item, either in full or in part, and the relevant exemption category.
- 11.7. Where any matter involves the consideration of exempt information or confidential information (as defined above) or the advice of a political adviser or assistant, a summary of the matter shall be included in the Forward Plan but the exempt or confidential information or the advice, as the case may be, need not be included.

12. General Exception

- 12.1. Where publication of the intention to make a key decision is impractical, the decision may still be taken if:
- (a) the Monitoring Officer has informed the Chair of the Overview and Scrutiny Committee (or if there is no such person, each Member of the Overview and Scrutiny Committee) by written notice of the matter to which the decision is to be made, including why compliance with the requirement to provide at least 28 clear days' notice was not practical in that case;
 - (b) the Monitoring Officer has made copies of that notice available to the public at the Combined Authority's office and its website, and

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- (c) at least five clear days have elapsed since the Monitoring Officer complied with (a) and (b) above.

13. Special Urgency Decision

- 13.1. Where the date by which a key decision must be taken means the General Exception rule cannot be followed, then the decision can only be taken where the decision maker has obtained agreement from:

- (a) the Chair of the Overview and Scrutiny Committee; or
- (b) if there is no such person or the Chair of the Overview and Scrutiny Committee is unable to act, then the agreement of the Chair of the Combined Authority Board; or
- (c) where there is no Chair of either, the Vice-Chair of the Board;

that the making of the decision is urgent and cannot reasonably be deferred.

- 13.2. As soon as reasonably practicable after agreement has been given, a notice must be available to the public at the Combined Authority's Offices and on its website, setting out the reasons for urgency and why the decision could not reasonably be deferred.

14. Additional Rights of Access to Documents for Members of Overview and Scrutiny Committees

- 14.1. Subject to paragraph 14.3 below, a Member of the Overview and Scrutiny Committee is entitled to a copy of any document which:

- (a) is in the possession or under the control of the Combined Authority or the Mayor; and
- (b) contains material relating to:
 - (i) any business that has been transacted at a meeting of a decision-making body of the authority; or
 - (ii) any decision that has been made by an individual Member of the Combined Authority.

- 14.2. Subject to 14.3, where a Member of the Overview and Scrutiny Committee requests a document under 14.1, the Combined Authority or the Mayor must

Chapter 6 – Transparency Rules, Forward Plan and Key Decisions

provide that document as soon as reasonably practicable and, in any case, no later than 10 clear days after it receives the request.

- 14.3. No Member of the Overview and Scrutiny Committee is entitled to a copy of any document or part of a document that contains:
- (a) exempt or confidential information unless that information is relevant to:
 - (i) an action or decision that that Member is reviewing or scrutinising; or
 - (ii) any review in any programme of work of the Committee; or
 - (b) advice provided by a political adviser.
- 14.4. Where the Combined Authority or the Mayor determines that a Member of the Overview and Scrutiny Committee is not entitled to a copy of a document or part of any such document for a reason set out in 14.3, it must provide the Committee with a written statement setting out its reasons for that decision.

15. Photography and Audio/Visual Recording of Meetings

- 15.1. Any member of the public may film, audio record, take photographs and use social media to report the proceedings of any meeting that is open to the public provided that it is not disruptive and does not detract from the proper conduct of the meeting.

16. Recording of Decisions made by Officers and the Mayor

- 16.1. Where an officer or the Mayor makes a decision, including under specific delegation from a meeting of a decision-making body, the effect of which is
- (a) to grant a permission or licence,
 - (b) to affect the rights of an individual; or
 - (c) to award a contract or incur expenditure which, in either case, materially affects the Combined Authority's financial position,

the decision-making officer must produce a written record of the decision as soon as reasonably practicable after the decision has been made which must contain the following information

- (a) the date the decision was taken,
- (b) a record of the decision taken along with reasons for the decision;
- (c) details of alternative options, if any, considered and rejected; and
- (d) where the decision was made under specific delegation from a decision-making body, the names of any member of the relevant body who has declared a conflict of interest in relation to the decision.

Chapter 6 – Transparency Rules, Forward Plan and Key Decisions

- 16.2. The Combined Authority has determined that where the effect of an officer decision is to award a contract or incur expenditure, the value of the contract or expenditure above which it is to be considered as materially affecting the Combined Authority's position is to be £250,000.
- 16.3. The duty imposed by Procedure Rule 16.1 above is satisfied where, in respect of a decision, a written record, containing the date the decision was taken and the reasons for the decision, is already required to be produced in accordance with statute, and the duty does not require administrative and operational decisions to be recorded.
- 16.4. All written records produced in accordance with Procedure Rule 16.1 above, together with any background papers, must as soon as reasonably practicable after the record is made, be made available for inspection by members of the public:
- (a) at all reasonable hours, at the offices of the Combined Authority; and
 - (b) on the Combined Authority's website.
- 16.5. All written records produced in accordance with Procedure Rule 16.1 above must be retained and made available for inspection by the public for a period of six years beginning with the date on which the decision, to which the record relates, was made.
- 16.6. Any background papers must be retained and made available for inspection by the public for a period of four years beginning with the date on which the decision, to which the background papers relate, was made.
- 16.7. Nothing in Procedure Rules 16.1 to 16.6 requires the disclosure of exempt or confidential information.

Chapter 7 – Budget Framework Procedure Rules

Chapter 7 - Budget Framework Procedure Rules

1. Introduction

- 1.1. The Budget Framework is the name given to the procedures that must be followed before the budget is finally approved. These rules set out how the Combined Authority will make decisions on the budget.
- 1.2. Once the budget is in place it is the responsibility of the Combined Authority Board or the Mayor to implement.
- 1.3. The Budget Framework will comprise the following:

2. Mayors General Functions Budget

- 2.1. The costs of the Mayor that are incurred in, or in connection with, the exercise of Mayoral functions is to be met from precepts issued by the authority under section 40 of the 1992 Act, unless funded from other sources.
- 2.2. The Mayor may make a bid for gain share funds as part of his/her proposed budget which may or may not be agreed by the Combined Authority Board.
- 2.3. The Mayor must, before 1st February in any financial year, notify the Combined Authority of the Mayor's draft budget in relation to the following financial year.
- 2.4. The draft budget must:
 - (a) set out the Mayor's spending plans and how the Mayor intends to meet the costs of the Mayor's general functions; and
 - (b) include the relevant amounts and calculations.
- 2.5. The Combined Authority Board must review the Mayor's draft budget and may make a report to the Mayor on the draft budget. Any report:
 - (a) must set out whether or not the Combined Authority would approve the draft budget in its current form; and

Chapter 7 – Budget Framework Procedure Rules

- (b) may include recommendations, including recommendations as to the relevant amounts and calculations that should be used for the financial year.
- 2.6. The Mayor's draft budget shall be deemed to be approved by the Combined Authority unless the Board makes a report to the Mayor before 8th February.
- 2.7. Where the Combined Authority Board makes a report, it must specify a period of at least five working days beginning on the day after the day on which the Mayor receives the report within which the Mayor may:
- (a) decide whether or not to make any revisions to the draft budget; and
 - (b) notify the Combined Authority Board of the reasons for that decision and, where revisions are made, the revised draft budget.
- 2.8. When the period specified by the Combined Authority Board in paragraph 2.7 above has expired the authority must determine whether to:
- (a) approve the Mayor's draft budget (or revised draft budget); or
 - (b) veto the draft budget (or revised draft budget) and approve the Mayor's draft budget incorporating the Combined Authority's recommendations contained in the report to the Mayor.
- 2.9. The Mayor's draft budget (or revised draft budget) shall be deemed to be approved unless vetoed within the period of five working days beginning with the day after the date on which the period specified in 2.7 above expires.
- 2.10. Any decision to veto the Mayor's draft budget (or draft revised budget) and approve the Mayor's draft budget incorporating the Combined Authority's recommendations contained in the report to the Mayor must be decided by a two-thirds majority of the Members, or Substitute Members acting in their place, of the Combined Authority Board present and voting on the question at a meeting of the authority.
- 2.11. Where the Mayor has failed to notify the Combined Authority Board of the Mayor's draft budget before the 1st February, then the Combined Authority Board must determine the relevant amounts and calculations that are to be used for the financial year.

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- 2.12. Any decision under 2.11 above must be decided by a two-thirds majority of the Members, or Substitute Members acting in their place, of the Combined Authority Board present and voting on the question at a meeting of the Board.
- 2.13. Immediately after any vote is taken, there must be recorded in the minutes of the proceedings of that meeting the names of the persons who cast a vote for the decision or against the decision or who abstained from voting.

3. Mayor's general fund

- 3.1. The Mayor must keep a fund (to be known as the Mayor's general fund) in relation to receipts arising, and liabilities incurred, in the exercise of the Mayor's general functions.
- 3.2. All of the Mayor's receipts in respect of the exercise of the Mayor's general functions must be paid into the Mayor's general fund.
- 3.3. All of the Mayor's expenditure in respect of the exercise of the Mayor's general functions must be paid out of the Mayor's general fund.
- 3.4. The Mayor must keep accounts of payments made into or out of the Mayor's general fund.

4. Combined Authority Budget

- 4.1. Each year, the Chief Executive and Chief Finance Officer shall prepare a draft budget for the Combined Authority, consistent with statutory requirements and principles of sound financial management. The draft Budget shall include all aspects of Combined Authority expenditure and income for the forthcoming financial year, irrespective of the source of income, and of the powers under which expenditure is brought forward. The draft Budget shall also be prepared in the context of the Investment Plan.
- 4.2. If any part of the draft Budget proposes expenditure incurred in, or in connection with, the exercise of Mayoral functions defined under the [Combined Authorities \(Finance\) Order 2017](#), which cannot be met through other sources, and where this position is confirmed by the Monitoring Officer and Chief Finance Officer, the draft Budget may set out a proposal to precept the constituent authorities, under section 40 of the Local Government Finance Act 1992. Otherwise, the draft Budget shall confirm that a precept is not proposed.

Chapter 7 – Budget Framework Procedure Rules

- 4.3. The draft Budget shall be submitted to the Combined Authority Board for consideration and approval for consultation purposes only, before the end of December each year. The Combined Authority Board will also agree the timetable for consultation and those to be consulted. The consultation period shall not be less than four weeks, and the consultees shall include Constituent Authorities, the Local Enterprise Partnership and the Overview and Scrutiny Committee.
- 4.4. Before 1st February, having taken into account the draft Budget, the consultation responses, and any other relevant factors, the proposed budget for the following financial year, including the Mayor's budget, shall be submitted to the Combined Authority Board.
- 4.5. Within five working days, the Combined Authority Board shall meet to consider the Budget. A report may be agreed by a majority of the Combined Authority to:
- (a) approve the budget as proposed; or
 - (b) propose amendments to the budget; and
 - (c) if amendments are proposed to the Mayor's budget, agree a date, at least five working days from the date the report is published, for a further meeting to re-consider the budget.

5. Mayor's consideration of report

- 5.1. If the Board propose changes to the Mayor's budget, the Mayor shall publish a report in advance of the meeting responding to the proposals set out by the Combined Authority Board. The report may support some or all of the proposals made by the Board with reasons why the Mayor supports or rejects those proposals. The draft budget shall be amended to reflect any proposals which are supported by the Mayor.

6. Combined Authority Board's decision on budget

- 6.1. The draft Budget shall be further considered at the meeting established under 4.5 (c) above. A two-thirds majority of the Members (six Members), or Substitute Members acting in their place, of the Combined Authority Board present and voting on the question may decide to reject the Mayor's budget and approve the draft Budget incorporating the Combined Authority's recommendations contained in the report to the Mayor. Otherwise the draft budget is approved.

Chapter 7 – Budget Framework Procedure Rules

- 6.2. Immediately after any vote is taken at a meeting established under 4.5 (c), there must be recorded in the minutes of the proceedings of that meeting the names of the persons who cast a vote for the decision or against the decision or who abstained from voting.
- 6.3. A notice of the decision will be prepared by the Chief Finance Officer and given to each Constituent Authority.

7. Decisions that contravene the Budget or the plans or strategies in the Policy Framework

Financial Regulations contain provisions allowing virement. Subject to those provisions, the Mayor, the Combined Authority Board, Committees of the Combined Authority Board and/or any Officers or Joint Committees discharging functions are only authorised to take decisions in line with the approved Budget and/or the approved plans or strategies in the Policy Framework set out in [Chapter 4 - Combined Authority Board Functions](#), paragraph 1. Only the Combined Authority Board can take a decision that wholly or in part does not accord with the approved Budget or plans or strategies in the Policy Framework.

- 7.1. Decision makers must take the advice of the Monitoring Officer and/or Chief Finance Officer where it appears to them that a decision they wish to make would be contrary to the approved plans or strategies in the Policy Framework or not wholly in accordance with the approved Budget. Where advice is given that the decision would be contrary to the approved plans or strategies in the Policy Framework or not wholly in accordance with the Budget then that decision must be referred to the Combined Authority Board.
- 7.2. Decisions of the Combined Authority Board, its Committees, Sub-Committees or a Joint Committee or Officers, must be in line with the policies set by the Combined Authority Board. These decision makers may only make changes to any of the policies in the Policy Framework in the following circumstances:
 - (a) where the Combined Authority has a budgetary constraint and changes are made to the policies in the Policy Framework to meet that constraint. This may involve the closure or discontinuance of a service;
 - (b) changes necessary to ensure compliance with the law, ministerial direction or government guidance; or

Chapter 7 – Budget Framework Procedure Rules

- (c) changes to a policy which would normally be agreed annually or periodically by the Mayor or Combined Authority Board following consultation, but where the existing policy document is silent on the matter under consideration.

Chapter 8 - Transport and Infrastructure Committee

Chapter 8 - Transport and Infrastructure Committee

1. Governance

- 1.1. The Combined Authority has appointed a Transport and Infrastructure Committee. The committee is an executive committee of the Combined Authority Board. It takes decisions within the strategic and budgetary framework agreed by the Combined Authority Board.

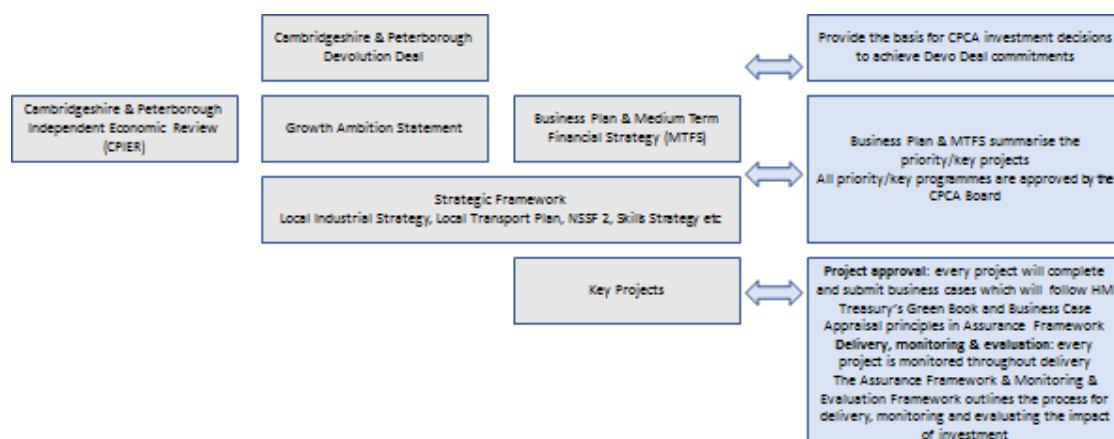
2. Introduction

- 2.1. The Transport and Infrastructure Committee operates within the terms agreed by the Combined Authority Board.
- 2.2. The Combined Authority Board retains responsibility for agreeing its strategies, key priorities and the budget as set out in Chapter 4 of the Constitution (for example Annual Business Plan, Medium Term Financial Strategy Local Transport Plan and Bus Strategy). These are known as 'reserved matters' or "the budget and policy framework".
- 2.3. The committee has responsibility for agreeing transport and infrastructure programmes and projects within the budget and policy framework.
- 2.4. The committee shall have responsibility for ensuring all programmes and projects comply with the Assurance Framework, and that they are monitored and evaluated in accordance with the Monitoring and Evaluation Framework.
- 2.5. The committee can initiate proposals for the Combined Authority Board to consider.
- 2.6. The committee shall apply the weighted voting rights that the Combined Authority Board applies to transport matters as set out in the committee procedure rules.



Chapter 8 - Transport and Infrastructure Committee

2.7. The budget and policy framework is summarised below:



3. Terms of Reference

Functions

3.1. The Transport and Infrastructure Committee may make recommendations on the following matters to the Combined Authority Board (reserved matters):

- (1) The Local Transport Plan
- (2) Bus Strategy
- (3) Transport budget, including any transport levy
- (4) Annual programme of strategic transport projects
- (5) Creation of the key route network
- (6) Delegation of passenger transport functions to delivery partners,
- (7) Business Cases for key priority projects identified in the Business Plan or
- (8) Any other matters reserved to the Combined Authority Board

3.2. The committee shall exercise the Combined Authority's functions for the following:

- 3.2.1. Oversee the development and maintenance of the Local Transport Plan and Bus Strategy and any other key strategies reserved to the Combined Authority Board, including overseeing consultation and engagement processes, and making recommendations to the Board.
- 3.2.2. Oversee the development of all business cases for key priority projects as identified in the Business Plan. All business cases for

Chapter 8 - Transport and Infrastructure Committee

priority projects require Cambridgeshire and Peterborough Combined Authority Board approval.

- 3.2.3. Approve the commissioning of feasibility studies to be funded from the transport feasibility study fund. This is unallocated budget for in-year determination of spend.
- 3.2.4. Ensure all programmes and projects are within the scope of the strategic and budget framework approved by the Board.
- 3.2.5. Oversee the development and approve transport policies and programmes not reserved to the Combined Authority Board.
- 3.2.6. When appropriate, ensure effective engagement and consultation is in place and can be evidenced.
- 3.2.7. Approve the commissioning of delivery partners where this is required and authorise the staged release of budget for transport and infrastructure projects in the Business Plan and funded from allocation within the Medium Term Financial Plan.
- 3.2.8. Monitor the delegation of passenger transport functions to delivery partners.
- 3.2.9. Ensure all programmes and projects comply with the Assurance Framework and are monitored and evaluated in line with the Monitoring and Evaluation Framework.
- 3.2.10. Monitor agreements with the Minister or strategic highways companies for the exercise of functions relating to the strategic network.
- 3.2.11. Oversee strategic relationships with national bodies (Network Rail), utility providers and other key stakeholders.
- 3.2.12. Matters initiated by the committee can be referred up to the Board for decision.

Chapter 8 - Transport and Infrastructure Committee

3.2.13. Review matters related to the CAM scheme prepared by the Greater Cambridge Partnership and make representations to the GCP Executive Board related to CAM matters.

3.2.14. The Combined Authority Board may decide to refer further individual matters to the committee.

4. Strategic and Budget Framework

4.1. The Committee should ensure schemes contribute and meet the targets in the agreed strategic and budget framework. Any decisions must be within the parameters agreed by the Board.

5. Accountability

5.1. The Committee is accountable to the Combined Authority Board.

6. Membership

6.1. The Transport and Infrastructure Committee shall comprise eight members to include the Mayor or his/her nominee and a Board Member from each of the seven constituent councils or their nominee. The Chair must be a Board member.

6.2. Where the Mayor does not take up his/her appointment on a committee. The membership shall be seven members comprising a Board member from each of the seven constituent councils or their nominees.

6.3. The Combined Authority Board shall appoint the committee and substitute members. With the exception of the Chair, Board members may nominate another member from their constituent council to be a member of the committee in their place. The Board member shall also nominate a named substitute member. Nominations are in consultation with the Mayor and subject to approval by the Board. In principle, neither the Mayor nor the Board will seek to exercise their voting rights to veto or vote against the appointment of constituent council members to executive committees. See also Chapter 11, paragraph 2 of the procedure rules of executive committees and Chapter 4 paragraph 4.4.

Chapter 8 - Transport and Infrastructure Committee

- 6.4. Co-opted Members of the Combined Authority Board should receive an open invite to all executive committees to enable them to attend for items of interest. If a co-opted member wishes to attend and speak at the meeting, they should notify the relevant Chair prior to the meeting. The rights and responsibilities of co-opted members as set out in the relevant paragraphs in chapter 2 paragraph 5 of the constitution apply to committees.

7. Voting

- 7.1. Weighted voting rights apply to all transport related decisions and transport funding as set out in paragraph 3 of [Chapter 11 - Procedure rules of Executive Committee meetings](#).

8. Lead Director

- 8.1. The Lead Director for the Committee is:
- (a) Director Delivery & Strategy

9. Working Groups

- 9.1. The Committee may establish informal working groups to assist with the delivery of its objectives. These groups are non-decision making groups of Officers and Members.
- 9.2. The remit and terms of reference for any such subordinate body shall be approved by the committee.
- 9.3. The following groups have been established:
- (a) Cambridgeshire Autonomous Metro (CAM) Partnership Board
 - (b) Bus Review Task Group

Chapter 9 – Skills Committee

Chapter 9 - Skills Committee

1. Governance

- 1.1. The Combined Authority has appointed a Skills Committee. The committee is an executive committee of the Combined Authority Board. It takes decisions within the strategic and budgetary framework agreed by the Combined Authority Board.

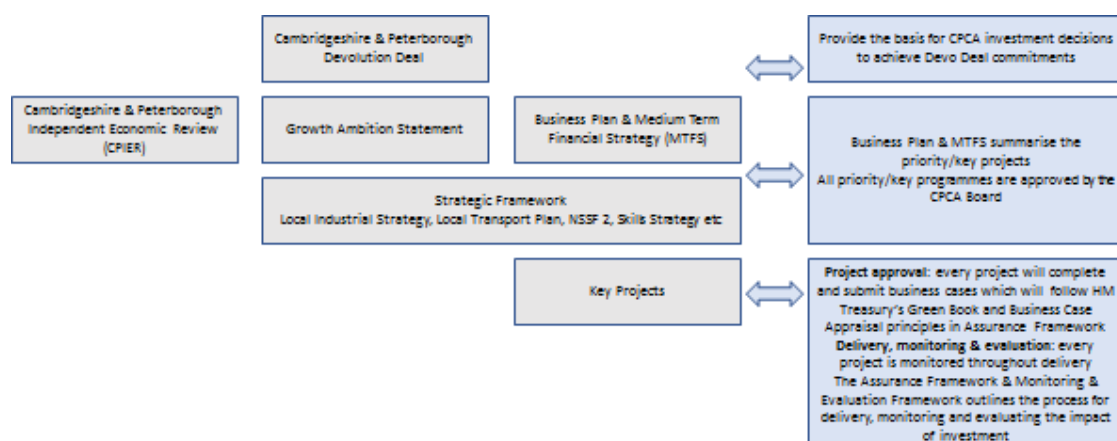
2. Introduction

- 2.1. The Skills Committee operates within the terms agreed by the Combined Authority Board.
- 2.2. The Combined Authority Board retains responsibility for agreeing its strategies, key priorities and the budget as set out in Chapter 4 of the Constitution (for example Annual Business Plan, Medium Term Financial Strategy and Skills Strategy). These are known as 'reserved matters' or "the budget and policy framework".
- 2.3. The committee has responsibility for agreeing education and skills programmes and projects within the budget and policy framework.
- 2.4. The committee shall have responsibility for ensuring all programmes and projects comply with the Assurance Framework, and that they are monitored and evaluated in accordance with the Monitoring and Evaluation Framework.
- 2.5. The committee can initiate proposals for the Combined Authority Board to approve.
- 2.6. The committee is responsible for overseeing the work of the Employment and Skills Board, an advisory panel of the Skills Committee, and any sub-groups set up by the Board.



Chapter 9 – Skills Committee

2.7. The budget and policy framework is summarised below:



3. Terms of Reference

Functions

3.1. The Skills Committee may make recommendations on the following matters to the Combined Authority Board (reserved matters):

- (1) Skills Strategy
- (2) Projects to be included in the Business Plan and Medium Term Financial Plan
- (3) Business cases for key priority projects identified in the Business Plan or
- (4) Any other matters reserved to the Combined Authority Board

3.2. The Skills Committee shall exercise the Combined Authority's functions for the following:

- 3.2.1. Oversee the development and maintenance of the Skills Strategy and any other strategies reserved to the Combined Authority Board, including overseeing consultation processes, and making recommendations to the Board.
- 3.2.2. Oversee the development of all business cases for key priority projects identified in the Business Plan.

Chapter 9 – Skills Committee

- 3.2.3. Ensure all programmes and projects are within the scope of the strategic and budget framework approved by the Board.
- 3.2.4. Approve the commissioning of delivery partners where this is required and authorise the staged release of budget for education and skills projects in the Business Plan and funded from Medium Term Financial Plan.
- 3.2.5. Oversee the development and approve all other education and skills programmes and projects not reserved to the Combined Authority Board.
- 3.2.6. Ensure effective engagement and consultation is in place and can be evidenced.
- 3.2.7. Ensure all programmes and projects comply with the Assurance Framework and are monitored and evaluated in line with the Monitoring and Evaluation Framework.
- 3.2.8. Oversee coordination with:
 - (a) Department of Work and Pensions on the Work and Health Programme and
 - (b) Department for Education on the Opportunity Area programme.
- 3.2.9. Oversee the delivery of the Health and Care Sector Work Academy (Innovation Pilot)
- 3.2.10. Matters initiated by the committee can be referred up to the Board for decision.
- 3.2.11. The Combined Authority Board may decide to refer further individual matters to the committee.

Chapter 9 – Skills Committee

4. Strategic and Budget Framework

- 4.1. The Committee should ensure schemes contribute and meet the targets in the agreed strategic and budget framework. Any decisions must be within the parameters agreed by the Board.

5. Accountability

- 5.1. The Committee is accountable to the Combined Authority Board.

6. Membership

- 6.1. The Skills Committee shall comprise eight members to include the Mayor or his/her nominee and a Board Member from each of the seven constituent councils or their nominee. The Chair must be a Board member.
- 6.2. Where the Mayor does not take up his/her appointment on a committee. The membership shall be seven members comprising a Board member from each of the seven constituent councils or their nominees.
- 6.3. The Combined Authority Board shall appoint the committee and substitute members. With the exception of the Chair, Board members may nominate another member from their constituent council to be a member of the committee in their place. The Board member shall also nominate a named substitute member. Nominations are in consultation with the Mayor and subject to approval by the Board. In principle, neither the Mayor nor the Board will seek to exercise their voting rights to veto or vote against the appointment of constituent council members to executive committees. See also Chapter 11, paragraph 2 of the procedure rules of executive committees and Chapter 4 paragraph 4.4.
- 6.4. Co-opted Members of the Combined Authority Board should receive an open invite to all executive committees to enable them to attend for items of interest. If a co-opted member wishes to attend and speak at the meeting, they should notify the relevant Chair prior to the meeting. The rights and responsibilities of co-opted members as set out in the relevant paragraphs in chapter 2 paragraph 5 of the constitution apply to committees.

Chapter 9 – Skills Committee

7. Lead Director

7.1. The Lead Director for the Committee is:

- (a) Director Business and Skills

8. Working Groups

8.1. The Committee may establish informal working groups to assist with the delivery of its objectives. These groups are non-decision making groups of Officers and Members.

8.2. The remit and terms of reference for any such subordinate body shall be approved by the committee.

8.3. The following group has been established:

- (a) **Employment & Skills Board**

8.4. The terms of reference are set out below:

9. Employment & Skills Board

Governance

9.1. The Combined Authority has appointed an Employment and Skills Board. The Board is an advisory board to the Skills Committee and is the Skills Advisory Panel for the purposes of the governance arrangements for the devolution of the Adult Education Budget. This reflects the requirement to provide an inclusive, advisory role for the Combined Authority, Employers, Providers and Customers.

Terms of Reference

9.2. Provide strong leadership on skills in the local area, engaging with employers and providers and providing skills advice to the accountable board of the Combined Authority's Skills Committee.

Chapter 9 – Skills Committee

- 9.3. Advise on the strategic direction, determine priorities and monitor progress of the devolved Adult Education Budget.
- 9.4. Develop a clear understanding of current and future local skills needs and the local labour market as well as the present skills and employment support provision in the local area.
- 9.5. Focus on the needs of future learners and employers which have been identified by local partners, including colleges, university providers and employers.
- 9.6. Establish systems to ensure the student voice is heard.
- 9.7. Raise the profile of apprenticeships with local employers and providers.
- 9.8. Work closely with careers advisory services to ensure that learners are informed about potential career routes within a local area, and that all careers information and guidance is informed by up-to-date local labour market information.
- 9.9. Be underpinned by a stakeholder group including all providers.
- 9.10. Produce robust, authoritative evidence-based skills & labour market analysis and skills provision in Cambridgeshire & Peterborough.
- 9.11. Build knowledge of the range of both local, regional and national employment provision that exists or is planned.
- 9.12. Present data analysis and share it with the wider employer and provider communities to ensure that their perspective on the local labour market and local employment and skills system is reflected.
- 9.13. Provide analysis to inform the development and the implementation of the 'People' element of the Local Industrial Strategy.

Task & Finish Groups

- 9.14. From time to time it may be necessary to establish a skills task and finish group, and other skills specialists may be invited to join these meetings. Any group would need to be sponsored by an Employment and Skills Board

Chapter 9 – Skills Committee

member, who may or may not chair the group, depending on the issues under consideration. Any discussions or agreed actions will be reported back to the Employment and Skills Board.

Membership

- 9.15. There will be a maximum of 20 members including the Chair. The Chair shall be a private sector member of the Cambridgeshire and Peterborough Combined Authority Business Board or a member of the Skills Committee.
- 9.16. The Board will comprise of at least 10 business people from across the Cambridgeshire and Peterborough Combined Authority area who between them will represent a variety industry sectors, different sizes of businesses, profit, and social enterprise businesses, The Board shall consist of
 - (a) employers, those with knowledge and experience of skills and education, and Cambridgeshire & Peterborough representatives;
 - (b) at least three to represent the publicly funded sector of the economy including but not limited to government, NHS, education and training and skills providers;
 - (c) One position will be retained for the Community and Voluntary sector.
- 9.17. When a member is unable to attend a meeting, they may provide a substitute, provided such substitute has delegated authority to represent their organisation. Members are expected to attend at least 70% of meetings.

Role of Employment & Skills Board Members

- 9.18. The specific role of a Board Member is to:
 - (a) Use their experience and knowledge to help shape strategy and policy on learning and skills development.
 - (b) Influence the prioritisation, planning and investment in skills supply and the shape of delivery.
 - (c) Support the strategic aims of the Cambridgeshire & Peterborough Business Board.
 - (d) Represent a range of people, organisations or views, not just their own or that of their organisation.

Chapter 9 – Skills Committee

- 9.19. The Board will adopt good practise and its members will act within the General Duties and Obligations set out in its terms of reference and adopt the following values:
- (a) Championing to influence and lead by example
 - (b) Developing enterprising solutions that are creative
 - (c) Partnership working across the private, public and third sector
 - (d) Sharing best practise
 - (e) Being inclusive of each locality and community across Cambridgeshire & Peterborough.
- 9.20. All board members and observers shall be required to comply with the Combined Authority's Code of Conduct and all members and substitute members shall also be required to complete a Declaration of Interest form.

Observers

- 9.21. Specialists may be invited by the Chair to attend specific Board meetings or Agenda items where expertise is required.
- 9.22. Occasional observers may request to attend a meeting through the Chair.

Specialist Forums & Groups

- 9.23. The Cambridgeshire & Peterborough Education and Skills Board has a number of specialist advisory groups that will feed into the decision-making processes. This includes:
- (a) **Existing Provider Forums**; there are a number of existing forums operating within the Cambridgeshire & Peterborough Combined Authority area, and these can be supported to articulate a voice on skills to the Employment and Skills Board.
 - (b) **An Adult Education Budget Skills Group**; a specialist group for Adult Education Budget funding only with the twelve (12) identified grant funded institutions indigenous or contiguous to the Cambridgeshire & Peterborough Combined Authority area.



Chapter 9 – Skills Committee

- (c) [A Data Analysis Group](#); formed to provide an analysis of the local skills and labour markets to develop robust Labour Market Intelligence.

These Forums will be working groups of the Cambridgeshire & Peterborough Education and Skills Board. These forums are advisory and non-decision making.

9.24. The Forum(s) will:

- (a) Provide a voice about the Skills Funding system.
- (b) Advise the Education and Skills Board on matters of vocational training and employment scheme delivery.
- (c) Advise the Employment and Skills Board on short, medium and long-term strategies associated with skills funding.
- (d) Identify freedoms, flexibilities, and improvements that could be made to government and local funded training provision so that the Employment and Skills Board can promote changes that will improve local provision.

Chapter 10 – Housing and Communities Committee

Chapter 10 - Housing and Communities Committee

1. Governance

- 1.1. The Combined Authority has appointed a Housing and Communities Committee. The committee is an executive committee of the Combined Authority Board. It takes decisions within the strategic and budgetary framework agreed by the Combined Authority Board.

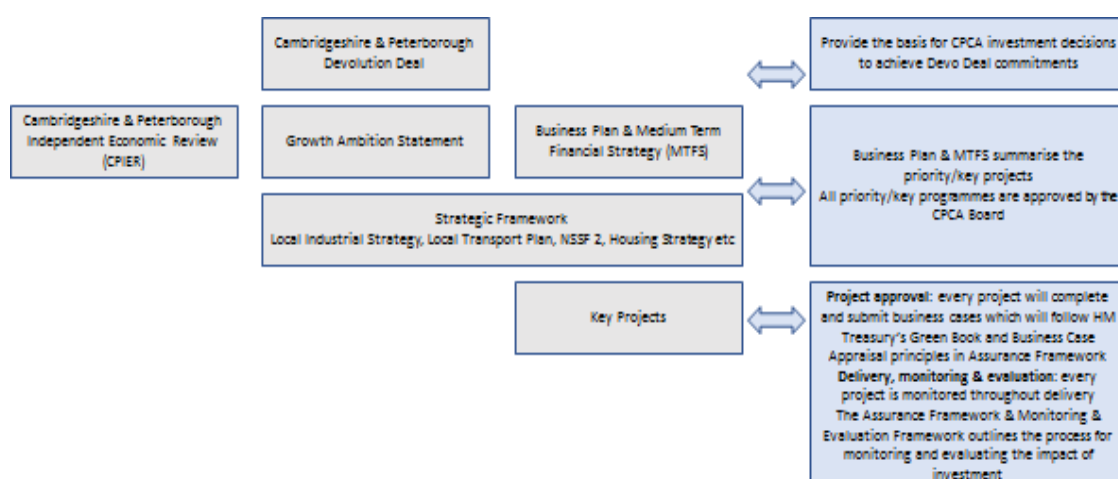
2. Introduction

- 2.1. The Housing and Communities Committee operates within the terms agreed by the Combined Authority Board.
- 2.2. The Combined Authority Board retains responsibility for agreeing its strategies, key priority projects and the budget as set out in Chapter 4 of the Constitution (for example Annual Business Plan, Medium Term Financial Strategy and the Housing Strategy). These are known as 'reserved matters' or "the budget and policy framework".
- 2.3. The Committee has responsibility for agreeing housing and community policies and projects within the budget and policy framework set by the Combined Authority Board.
- 2.4. The Committee shall have responsibility for ensuring all programmes and projects comply with the Assurance Framework, and that they are monitored and evaluated in accordance with the Monitoring and Evaluation Framework.
- 2.5. The Committee can initiate proposals for the Combined Authority Board to consider.



Chapter 10 – Housing and Communities Committee

2.6. The budget and policy framework is summarised below:



3. Terms of Reference

Functions

3.1. The Housing and Communities Committee may make recommendations on the following matters to the Combined Authority Board (reserved matters):

- (1) Housing Strategy
- (2) Any other matters reserved to the Combined Authority Board.

3.2. The committee shall exercise the Combined Authority's functions for the following:

- 3.2.1. Oversee the development and management of the Housing Strategy and any other key strategies reserved to the Combined Authority Board, including consultation and engagement processes, and making recommendations to the Board.
- 3.2.2. Oversee the development of, and approve all policies arising from the Housing Strategy.
- 3.2.3. Ensure all programmes and projects are within the scope of the strategic and budget framework approved by the Board.

Chapter 10 – Housing and Communities Committee

- 3.2.4. Ensure effective engagement and consultation is in place and can be evidenced.
- 3.2.5. Approve the commissioning of delivery partners where this is required,
- 3.2.6. Authorise the staged release of budget for housing projects to be funded from:
 - (a) £100m Affordable Housing Programme, allocated for affordable housing within the Cambridgeshire and Peterborough Combined Authority area to include:
 - £60m grant funding
 - £40m revolving funding, allocated to the Housing Company
 - (b) £70m Affordable Housing Programme allocated to Cambridge City Council.
- 3.2.7. Act as Accountable Body for the release of the Housing Infrastructure Funding for the Cambridge Northern Fringe East housing project.
- 3.2.8. Consider the Business Plan, Annual Accounts and Shareholders Agreement for Cambridgeshire and Peterborough Combined Authority Development Company and make recommendations to the Combined Authority Board.
- 3.2.9. Oversee the development and approve all other housing and community programmes and projects not reserved to the Combined Authority Board including but not limited to those relating to:
 - (a) Culture and Tourism
 - (b) Oversee delivery of the Connecting Cambridgeshire Project by Cambridgeshire County Council
- 3.2.10. Ensure all programmes and projects comply with the Assurance Framework and are monitored and evaluated in line with the Monitoring and Evaluation Framework.

Chapter 10 – Housing and Communities Committee

3.2.11. Matters initiated by the committee can be referred to the Board.

3.2.12. The Combined Authority Board may decide to refer further individual matters to the committee.

4. Strategic and Budget Framework

4.1. The Committee should ensure schemes contribute and meet the targets in the agreed strategic and budget framework. Any decisions must be within the parameters agreed by the Board.

5. Accountability

5.1. The committee is accountable to the Combined Authority Board.

6. Membership

6.1. The Housing and Communities Committee shall comprise eight members to include the Mayor or his/her nominee and a Board Member from each of the seven constituent councils or their nominee. The Chair must be a Board member.

6.2. Where the Mayor does not take up his/her appointment on a committee. The membership shall be seven members comprising a Board member from each of the seven constituent councils or their nominees.

6.3. The Combined Authority Board shall appoint the committee and substitute members. With the exception of the Chair, Board members may nominate another member from their constituent council to be a member of the committee in their place. The Board member shall also nominate a named substitute member. Nominations are in consultation with the Mayor and subject to approval by the Board. In principle, neither the Mayor nor the Board will seek to exercise their voting rights to veto or vote against the appointment of constituent council members to executive committees. See also Chapter 11, paragraph 2 of the procedure rules of executive committees and Chapter 4 paragraph 4.4.

Chapter 10 – Housing and Communities Committee

- 6.4. Co-opted Members of the Combined Authority Board should receive an open invite to all executive committees to enable them to attend for items of interest. If a co-opted member wishes to attend and speak at the meeting, they should notify the relevant Chair prior to the meeting. The rights and responsibilities of co-opted members as set out in the relevant paragraphs in chapter 2 paragraph 5 of the constitution apply to committees.

7. Lead Director

- 7.1. The Lead Director for the Committee is:

(a) Director Housing

8. Working Groups

- 8.1. The Committee may establish informal working groups to assist with the delivery of its objectives. These groups are non-decision making groups of Members of the Committee and officers.
- 8.2. The remit and terms of reference for any such subordinate body shall be approved by the committee.

Chapter 11 – Procedure rules of Executive Committee meetings

Chapter 11 - Procedure rules of Executive Committee meetings

1. Access to meetings

- 1.1. The Transparency Rules, Forward Plan and Key Decisions apply to all committees, sub-committees and joint committees - [Chapter 6 - Transparency Rules, Forward Plan and Key Decisions](#).

2. Membership

- 2.1. The membership of committees is set out in its terms of reference.
- 2.2. If a member fails throughout a period of six consecutive months from the date of their last attendance to attend any meeting of the committee, then, subject to certain exceptions, they cease to be a member of the committee.
- 2.3. A person will cease to be a member or a substitute member of an Executive Committee if they cease to be a Member of the Constituent Council that nominated or appointed them. The Combined Authority Board Member shall appoint or nominate a replacement as soon as possible.
- 2.4. A member or substitute member may resign by giving written notice to the Monitoring Officer, and the resignation takes effect on the receipt of the notice.
- 2.5. The relevant Combined Authority Board Member shall at any time be entitled to terminate the appointment of a member or substitute member nominated by them and replace that member or substitute Member.
- 2.6. The Combined Authority Board Member must give written notice of the new nomination and the termination of the previous nomination to the Monitoring Officer. The termination will take effect immediately.
- 2.7. 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 Combined Authority Board Monitoring Officer and shall be reported to the following of the Board for ratification.

Chapter 11 – Procedure rules of Executive Committee meetings

3. Quorum

- 3.1. No business is to be transacted at a meeting of the Committee unless at least two-thirds of the total number of Members on the Committee are present.

4. Chair and Vice-Chair

- 4.1. The Combined Authority Board shall appoint the Chair on the recommendation of the Mayor and he/she shall be the lead member for the functions of the committee. The Chair shall be selected from one of the seven constituent council representatives on the committee or the Mayor. No vice-chair shall be appointed. The committee shall appoint a chair for the meeting when the chair is absent.
- 4.2. Lead members have a strategic role in leading the development of future policy and budget allocations for approval at the Board or the committee. They work directly with officers to give guidance in the development of future policy. A chair shall fulfil this same role and has an additional responsibility of chairing a committee to operate within the agreed delegations for matters approved by the Board.

5. General Voting

- 5.1. Each voting Member shall have one vote. There shall be no casting vote. A “Member” includes:
- (a) the Mayor (or deputy Mayor acting in his/her place) where the Mayor has accepted an appointment on the committee; and
 - (b) a Constituent Council Member (or his/her nominee) or a Substitute Member acting in that Member’s place.
- 5.2. Except decisions to which special voting arrangements apply, all decisions of the committee 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.
- 5.3. If a vote is tied it is deemed not to have been carried.
- 5.4. If there is a deadlock, the matter shall be referred up to the next meeting of the Combined Authority Board.

Chapter 11 – Procedure rules of Executive Committee meetings

- 5.5. The proceedings of the committee are not invalidated by any vacancy among its Members or Substitute Members or by any defect in the appointment or qualifications of any Member or Substitute Member.
- 5.6. If for any reason:
- (a) the Mayor is unable to act or the office of Mayor is vacant, and
 - (b) the deputy Mayor is unable to act or the office of deputy Mayor is vacant,
- or
- (c) the Mayor has decided not to take place on a committee the other members of the combined authority must act together in place of the Mayor taking decisions by a simple majority.

Special Voting

- 5.7. Special voting arrangements are set out, Chapter 5 paragraph 16 of the constitution.
- 5.8. A decision on a question relating to:
- (a) the Transport Plan;
 - (b) any spending plans or plans for the allocation of transport-related funding;
- 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.

Recorded Votes

- 5.9. A Member may ask immediately after the vote is taken, that their vote is recorded in the minutes of the relevant meeting.

6. Reference up to the Combined Authority Board

- 6.1. Where a majority of members consider appropriate, a matter on the agenda may be referred for decision by the Combined Authority Board. The report

Chapter 11 – Procedure rules of Executive Committee meetings

together with the committee's recommendations will be placed on the agenda of the next meeting of the Combined Authority Board for decision.

7. Minutes and Call-in of Committee Decisions

- 7.1. The Monitoring Officer shall publish details of decisions of the committee on the Combined Authority website and to all Members of the Committee, the Board Members and the Overview and Scrutiny Committee. Where the decision is made at a meeting, this shall be no later than the close of business on the third clear working day following the day of the meeting at which the decision was made.
- 7.2. Three Members of the Board may call-in a decision of the committee by notifying the Monitoring Officer. The power to call in an executive decision should only be used in exceptional circumstances. The decision will not be implemented and will be referred to the Combined Authority Board for review and decision.
- 7.3. On receipt of a call-in request, the Monitoring Officer shall:
 - (a) notify the Mayor, Members of the Combined Authority Board, Members of the Committee and Members of the Overview and Scrutiny Committee, of the call-in; and
 - (b) either call a meeting of the Board or refer the matter to the next scheduled Board meeting.
- 7.4. If a key decision is suspended, it is not available to be called in by the Overview and Scrutiny Committee until the Board has met and reviewed the committee's decision and either confirmed, amended or rescinded the decision.
- 7.5. The Overview and Scrutiny Committee shall have five days after publication of the committee's decisions to call in a key decision, in accordance with the Overview and Scrutiny Committee's call in arrangements set out in [Chapter 13 - Overview and Scrutiny Committee.](#)

8. Application of Chapter 5 [Proceedings of Meetings] to Executive Committees

- 8.1. The following rules from Chapter 5 [Proceedings of Meetings] shall apply to the meetings of Executive Committees with any necessary modification - Rule 4 [Ordinary Meetings and Urgency], Rule 6 [Notice of Meetings and



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Agendas], Rule 7 [Public Access], Rule 8 [Attendance], Rule 9 [Notice of Substitute Members], Rule 12 [Declaration of Interests], Rule 13 [Rules of Debate], Rule 17 [Minutes], Rule 18 [Questions by the Public and Questions by Members] [not including rules on Petitions from the public], Rule 19 [Conduct at Meetings] and Rule 21 [Photography, Audio/Visual recording of Meetings and Blogging/Tweeting].

Chapter 12 –Employment Committee

Chapter 12 - Employment Committee

1. Governance

- 1.1. The Combined Authority has appointed an Employment Committee. The committee is an executive committee of the Combined Authority Board.

2. Terms of Reference

- 2.1. The functions of the Employment Committee are:
- (a) To make recommendations to Combined Authority Board on the appointment of the Head of Paid Service (Chief Executive), Monitoring Officer and Chief Finance Officer (“the statutory officers”).
 - (b) To appoint chief officers.
 - (c) To establish, as required, a Statutory Officer Investigatory Panel with authority to make recommendations to the Combined Authority as to the dismissal arising from disciplinary action [as defined at paragraph 2.2 below] of any of the statutory officers. The membership of this Panel shall be as set out in the Officer Employment Procedure Rules.
 - (d) To take disciplinary action falling short of dismissal against the statutory officers and to suspend and keep under review any suspension of those statutory officers.
 - (e) To take disciplinary action against Chief Officers in circumstances capable of resulting in the dismissal of those officers and to suspend and keep under review any suspension of those officers.
 - (f) To determine appeals by Chief Officers against decisions made in relation to grievance proceedings.
 - (g) To determine employment procedures for the officers of the Combined Authority, including dismissal procedures.
 - (h) To determine local terms and conditions of employment for officers of the Combined Authority.

Chapter 12 –Employment Committee

- (i) To consider, and recommend appropriate actions where necessary, in response to proposals relating to changes within a Department's /Division's structure which involve substantial changes in the responsibilities of the Head of Paid Service [Chief Executive] and Chief Officers.
- (j) To promote and pursue a policy of equal opportunities in employment.
- (k) To determine policies relating to local government pensions and discretionary compensation for early termination of employment. Upon the commencement of the Restriction of Public Sector Exit Payments Regulations to approve applications for waivers under the Regulations.

2.1 For the purposes of paragraph 2.1:

“Chief Officer” means:

- (a) a person for whom the head of the authority's paid service (Chief Executive) is directly responsible;
- (b) a person who, as respects all or most of the duties of his post, is required to report directly or is directly accountable to the head of the authority's paid service (Chief Executive);

But a person whose duties are solely secretarial or clerical or are otherwise in the nature of support services shall not be regarded as a Chief Officer.

“Deputy Chief Officer” means:

“a person who, as respects all or most of the duties of his post, is required to report directly or is directly accountable to one or more of the statutory or non-statutory chief officers.”

But a person whose duties are solely secretarial or clerical or are otherwise in the nature of support services shall not be regarded as a Deputy Chief Officer.

“Disciplinary Action” means:

“any action occasioned by alleged misconduct which, if proved, would, according to the usual practice of the Combined Authority, be recorded on the member of staff's personal file, and includes any proposal for dismissal of a member of staff for any reason other than redundancy, permanent ill-health or infirmity of mind or body, but does not include

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failure to renew a contract of employment for a fixed term unless the Combined Authority has undertaken to renew such a contract”

3 Membership

- 3.1 The Committee shall comprise eight members to include the Mayor or his/her nominee and a Board Member from each of the seven constituent councils or their nominee. The Chair must be a Board member.
- 3.2 The Combined Authority Board shall appoint the members of the Committee, and their substitute members. With the exception of the Chair, Board members may nominate another member from their constituent council to be a member of the Committee in their place. The Board member shall also nominate a named substitute member. Nominations are in consultation with the Mayor and subject to approval by the Board. In principle, neither the Mayor nor the Board will seek to exercise their voting rights to veto or vote against the appointment of constituent council members to the Committee or the Sub-Committees.
- 3.3 The Procedure Rules of Executive Committee Meetings at Chapter 11 of this Constitution shall apply to the proceedings of the Committee.

Chapter 13 – Overview and Scrutiny Committee

Chapter 13 - Overview and Scrutiny Committee

Part 1 – Functions

1. Governance

- 1.1. The Combined Authority Board has appointed an Overview and Scrutiny Committee. The committee is a statutory, non-executive committee.

2. Functions

- 2.1. The Committee shall have the power to:

- (a) review or scrutinise decisions made, or other action taken, in connection with:
 - (i) the discharge of any functions which are the responsibility of the Combined Authority;
 - (ii) the discharge by the Mayor of any general functions;
 - (iii) any Combined Authority decision in its role as accountable body for the Business Board. The Combined Authority's Scrutiny Officer shall ensure that this includes appropriate scrutiny of Business Board decision-making and achievements.
- (b) make reports or recommendations to the Combined Authority Board:
 - (i) with respect to the discharge of any functions that are the responsibility of the authority;
 - (ii) on matters that affect the authority's area or the inhabitants of the area;
- (c) make reports or recommendations to the Mayor:
 - (i) with respect to the discharge of any general functions;
 - (ii) on matters that affect the authority's area or the inhabitants of the area.

Chapter 13 – Overview and Scrutiny Committee

- 2.2. The power of the Committee under paragraph 2.1(a) includes the power to review or scrutinise a key decision made but not implemented and to:
- (a) direct that a decision is not to be implemented while it is under review by the Committee, and
 - (b) recommend that the decision be reconsidered.
- 2.3. In the exercise of its functions set out in the Constitution, the power of the Committee shall include the doing of anything which is calculated to facilitate or is conducive or incidental to the discharge of those functions.

3. Membership

- 3.1. The Combined Authority must appoint at least one Member from each of the Constituent Councils to the Committee. The membership of the Committee taken as a whole shall reflect so far as reasonably practicable the balance of political parties for the time being prevailing among Members of the Constituent Councils collectively.
- 3.2. The Combined Authority may appoint at least one Substitute Member from each Constituent Council. The Substitute Members shall be from the same political party as the Member being substituted to maintain the political balance.
- 3.3. A change in the party political composition of any of the Constituent Councils, shall require a review of the membership of the Committee in order to determine whether any amendment to its membership is required. If the review requires a change in membership, Constituent Councils will be advised of any changes they will need to make to their appointments at the earliest opportunity.
- 3.4. The Overview and Scrutiny Committee may not include any Member or Substitute Member of the Combined Authority including the Mayor nor any Officer of the Combined Authority or of any of the Constituent Councils.
- 3.5. Within the period of 28 days of the appointment being made to the Committee, the Combined Authority shall publish a notice on its website which:
- (a) states that it has made an appointment;
 - (b) identifies each Member of the Committee who has been appointed and any Substitute Members; and

Chapter 13 – Overview and Scrutiny Committee

- (c) specifies the term of office of those appointed.
- 3.6. The term of office shall be one year from the date of the Annual Meeting of the Constituent Councils that appointed them to the Committee unless:
 - (a) they cease to be an elected Member of the Constituent Councils that appointed them;
 - (b) they no longer wish to participate in the scrutiny arrangements and communicate this in writing to the Proper Officer of their Constituent Councils; or
 - (c) the Combined Authority is advised by any of the Constituent Councils that it wishes to change one or more of its appointees to the Committee.
- 3.7. The Monitoring Officer has delegated authority to accept changes to membership of committees notified by constituent councils during the municipal year to ensure there is a full complement of members or substitute members at committee meetings.

4. Chair and Vice-Chair

- 4.1. The Committee shall appoint the Chair and Vice-Chair of the Committee and the Chair and Vice-Chair will be elected Members of one of the Constituent Councils.
- 4.2. The Committee must ensure that the person appointed as the Chair is an “appropriate person” who is an elected Member of one of the Constituent Councils but is not a Member of the registered political party of which the Mayor is a member.
- 4.3. Where the Mayor is not a member of a registered political party, a person may not be appointed as Chair if that person is:
 - (a) a member of the registered political party which has the most representatives among the Members of the Constituent Councils on the Combined Authority, or
 - (b) where two or more parties have the same number of representatives, a Member of any of those parties.

Chapter 13 – Overview and Scrutiny Committee

5. Working Groups

- 5.1. The Committee may appoint informal non-decision making working groups to contribute to and inform the scrutiny process.

Part 2 – Procedure Rules

1. Access to meetings

- 1.1. The public may attend meetings and have access to agenda, reports and minutes in accordance with the Transparency rules in [Chapter 6 - Transparency Rules, Forward Plan and Key Decisions](#).

2. Meetings

- 2.1. The Committee shall meet at least once a year.
- 2.2. An extraordinary meeting of the Committee may be called by:
- (a) the Chair of the Committee; or
 - (b) any five Members of the Committee;
 - (c) the Chief Executive.

3. Quorum

- 3.1. No business is to be transacted at a meeting of the Committee unless at least two-thirds of the total number of Members on the Committee are present.

4. Voting

- 4.1. Each Member of the Committee appointed from the Constituent Councils is to have one vote and no Member (including the Chair) is to have a casting vote.
- 4.2. Any questions that are to be decided by the Committee are to be decided by a simple majority of the Members present and voting. If a vote is tied on any matter it is deemed not to have been carried.

5. Conflicts of Interest

- 5.1. Members must comply with the Member Code of Conduct within this Constitution.

Chapter 13 – Overview and Scrutiny Committee

5.2. No Member of the Committee may scrutinise a decision (whether or not implemented) in which they were directly involved as a Member of the decision-making body which made that decision.

5.3. Such a Member may only attend the Committee to:

- (a) make representations;
- (b) answer questions; or
- (c) give evidence about the decision.

6. Work Programme

6.1. The Committee will set its own work programme.

7. Requests to Overview and Scrutiny

7.1. The Mayor or Combined Authority Board may ask the Committee to review any of its functions or assist in developing budget and policy proposals.

8. Reference of Matters to Committees

8.1. Any of the following may request a matter to be included on the agenda of the Overview and Scrutiny Committee provided it is relevant to the functions of the Combined Authority and not an excluded matter:

- (a) any Member of the Overview and Scrutiny Committee;
- (b) any Member of the Combined Authority; and
- (c) any Member of a Constituent Council of the Combined Authority.

8.2. An “excluded matter” means any matter which is a local crime and disorder matter.

8.3. The request must be submitted to the Monitoring Officer who will arrange for the item to be placed on the agenda of the next available meeting. The request should state why the Member considers it appropriate for the Committee to exercise any of these powers in relation to the matter and the Committee must have regard to these reasons.

8.4. If the Committee decides not to exercise any of its powers to review or scrutinise decisions made, or other action taken, in connection with:

Chapter 13 – Overview and Scrutiny Committee

- (a) the discharge of any functions which are the responsibility of the authority;
 - (b) in connection with the discharge by the Mayor of any general functions;
- it must notify the Member of its decision; and the reasons for it.
- 8.5. The Committee must provide the Member with a copy of any report or recommendations which it makes in connection with the matter.

9. Attendees

- 9.1. The Committee shall have the power to:
- (a) require Members (including the Mayor and Deputy Mayor), members of an executive committee or Officers of the Combined Authority to attend before it to answer questions, or provide information about any matter within its terms of reference;
 - (b) request any Business Board member to attend, or otherwise contribute to, a meeting of the Combined Authority's Overview and Scrutiny Committee;
 - (c) invite other people, including members of the public, to attend meetings of the Committee to give evidence.
- 9.2. Where the Committee requires a Member, Officer or others to attend, the Monitoring Officer shall inform them in writing giving at least five clear working days' notice of the meeting. The notice will state:
- (a) the date of the meeting they are required to attend;
 - (b) the nature of the item; and
 - (c) whether they must produce any papers for the Committee.
- 9.3. A Member or Officer must comply with any notice they are given.
- 9.4. Where, in exceptional circumstances, the Member or Officer is unable to attend on the required date, the Committee shall consult with the Member or Officer to arrange an alternative date.
- 9.5. A person is not obliged to answer any question which he or she would be entitled to refuse to answer in relation to court proceedings.

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10. Publishing Reports or Recommendations

- 10.1. The Committee may publish any report or recommendations but
- (a) must exclude any confidential information; and
 - (b) may exclude any relevant exempt information.
- 10.2. Where information is excluded, the Committee:
- (a) may replace so much of the document as discloses the information with a summary which does not disclose that information; and
 - (b) must do so if, in consequence of excluding the information, the document published would be misleading or not reasonably comprehensible.

11. Notice

- 11.1. The Committee may by notice require the Combined Authority or the Mayor within two months of receiving any report or recommendations, to:
- (a) consider the report or recommendations;
 - (b) respond to the Committee indicating what (if any) action the Combined Authority or the Mayor proposes to take;
 - (c) publish the response, if the Overview and Scrutiny Committee has published the report or recommendations.
- 11.2. The Combined Authority or the Mayor shall comply with any notice given.

12. Publishing a Response

- 12.1. In publishing the response, the Combined Authority or the Mayor:
- (a) must exclude any confidential information; and
 - (b) may exclude any relevant exempt information.
- 12.2. Where information is excluded, the Combined Authority or the Mayor:
- (a) may replace so much of the document as is necessary to exclude the exempt or confidential information with a summary which does not disclose that information; and

Chapter 13 – Overview and Scrutiny Committee

- (b) if, in consequence of excluding the information, the document published would be misleading or not reasonably comprehensible.

13. Call-in of Combined Authority and Mayoral Decisions

- 13.1. The power of the Overview and Scrutiny Committee to review or scrutinise a key decision made but not implemented includes:
 - (a) the power to direct that the decision is not to be implemented while it is under review by the Committee for a period not exceeding 14 days from the date the direction is issued; and
 - (b) the power to recommend that the decision be reconsidered.
- 13.2. Subject to the consent of the Combined Authority to the proposals and arrangements, the Committee must publish details of how it proposes to exercise its powers in relation to the review and scrutiny of key decisions made but not yet implemented and its arrangements in connection with those powers.

Publication of Decisions

- 13.3. The Monitoring Officer shall publish details of key decisions of the Mayor, the Combined Authority Board, an executive committee and Officers on the Combined Authority website and to all Members of the Committee. Where the decision is made at a meeting, this shall be no later than the close of business on the third clear working day following the day of the meeting at which the decision was made.
- 13.4. A decision on a matter dealt with under the urgency provisions set out in the Transparency Rules, Forward Plan and Key Decisions in [Chapter 6 - Transparency Rules, Forward Plan and Key Decisions](#) may be implemented immediately.
- 13.5. Any other 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.
- 13.6. If a key decision of an executive committee is called in by the Combined Authority Board, the call in arrangements for overview and scrutiny shall be suspended until the Board have met. In accordance with these rules the Board's decision will be published and any key decisions will be subject to call-in.

Chapter 13 – Overview and Scrutiny Committee

Process

- 13.7. Five Members of the Overview and Scrutiny Committee may call-in a key decision of the Mayor, the Combined Authority Board, an executive committee or an Officer for scrutiny by notifying the Monitoring Officer.
- 13.8. On receipt of a call-in request, the Monitoring Officer shall:
- (a) notify the Mayor, Members of the Combined Authority, members of the executive committee or Officer of the call-in; and
 - (b) call a meeting of the Overview and Scrutiny Committee to scrutinise the decision.

Scrutinising the Decision

- 13.9. The Committee must scrutinise the decision within 10 clear working days of the Monitoring Officer receiving the request for call-in. If it does not meet within this time or does not conclude its scrutiny of the decision, the decision will automatically take effect at the end of the period.
- 13.10. Where the Committee has scrutinised a decision, it may:
- (a) endorse the decision; or
 - (b) refer the decision back to the Mayor, Combined Authority Board, the executive committee or the Officer for reconsideration, setting out, in writing the nature of its concerns.
- 13.11. A decision which has been endorsed by the Committee may be implemented immediately.
- 13.12. Where a decision has been referred back, the Mayor, the Combined Authority Board, the executive committee or Officer shall hold a meeting to reconsider the decision no later than 10 days after the date on which the recommendations of the Committee were received by the Combined Authority unless it is dealt with under the urgency provisions within the Constitution, where the matter becomes urgent.
- 13.13. A decision will be urgent if any delay likely to be caused by the call in process would seriously prejudice the Combined Authority's, Constituent Councils' or the public's interests. Otherwise, a decision which has been recommended for re-consideration may not be implemented.

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Re-considering the Decision

- 13.14. The Chair of the Overview and Scrutiny Committee or their nominee may attend any meeting which is re-considering the decision, to present the report or recommendations.
- 13.15. The Mayor, Combined Authority, the executive committee or the Officer may confirm, amend or rescind the decision.
- 13.16. A decision which has been confirmed or amended may be implemented immediately.

14. Linking Sub-regional Scrutiny with Local Scrutiny

- 14.1. Where a constituent council has scrutiny arrangements, The Scrutiny Officer of each Constituent Council will ensure that the work programme and minutes relating to the work carried out by the Combined Authority's Overview and Scrutiny Committee are circulated appropriately within their own Constituent Councils' scrutiny arrangements.

15. Additional Rights of Access to Documents for Members of Overview and Scrutiny

- 15.1. Additional rights of access to documents for Members of the Overview and Scrutiny Committee are set out in [Chapter 6 - Transparency Rules, Forward Plan and Key Decisions.](#)

16. Scrutiny Officer

- 16.1. The Combined Authority shall appoint a "Scrutiny Officer" to
 - (a) promoting the role of the Committee; and
 - (b) providing support and guidance:
 - (i) to the Committee, its Working Groups and its Members, and
 - (ii) to Members of the Combined Authority and to the Mayor in relation to the functions of the Overview and Scrutiny Committee.
- 16.2. The Combined Authority may not designate as the Scrutiny Officer any Officer of a constituent council of the Combined Authority.

17. Questions by the Public

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- 17.1. Councillors of Constituent Authorities and members of the public who are residents of the Combined Authority area or work in the area may ask questions to the Overview and Scrutiny Committee, including at an Extraordinary Meeting. For Extraordinary Meetings, the question must relate to the item on the agenda.
- 17.2. The total time allocated for questions by the public shall normally be limited to a maximum of 30 minutes, but the Chair shall have the discretion to add a further 15 minutes.
- 17.3. Where there is an item on the agenda that has attracted significant public attendance, that matter shall normally be taken early in the agenda, unless the Chair agrees there is a compelling reason to do otherwise.

Order of Questions

- 17.4. The order in which first these and then other questions shall be presented to the meeting shall be determined by a draw. The draw shall be conducted by the Monitoring Officer prior to the meeting.

Notice of Questions

- 17.5. A question may only be asked if notice has been given in writing or by electronic mail to the Monitoring Officer no later than midday three working days before the day of the meeting. Each question must give the name and address of the questioner.

Number of Questions

- 17.6. At any one meeting, no person may submit more than one question.

Scope of Questions

- 17.7. If the Monitoring Officer considers a question submitted:
 - (a) does not relate to the Committee's role and responsibilities or related to an item that the committee is scrutinising;
 - (b) is illegal, improper, defamatory, frivolous or offensive including if it makes unfair claims about Members of the Combined Authority or Constituent Authority staff;
 - (c) is a question that should more appropriately be addressed to another party such as the Combined Authority Board or the Mayor;

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- (d) is substantially the same as a question which has been put at a meeting of the Overview and Scrutiny Committee in the past year;
- (e) requires the disclosure of confidential or exempt information.

The Monitoring Officer will inform the Chair who will then decide whether to reject the question, or if (c) applies, to refer it to the Board.

Record of Questions

- 17.8. The Monitoring Officer shall record the question and will immediately send a copy to the Chair and relevant shadow **lead member**. Rejected questions will be recorded including the reasons for rejection.
- 17.9. Written answers will be provided after the meeting to the person who submitted the question. Copies of all questions will be circulated to all Members. Questions and answers will be added to the Combined Authority website.

Asking the Question at the Meeting

- 17.10. The Chair will invite the questioner to put the question to the Committee. Up to two minutes are allowed for putting the question. If a questioner who has submitted a written question is then unable to be present, they can ask for a written response. No debate will be allowed on the question or response.

Supplementary Questions

- 17.11. Unless due to time shortage and the need to answer other questions means there is insufficient time for supplementary questions, a questioner may also put one supplementary question without notice to the committee. A supplementary question must arise directly out of the original question or the reply. One minute is allowed for putting the supplementary question.

Answers

- 17.12. Up to two minutes are allowed for answering a question or supplementary question. Any question which cannot be dealt with because of lack of time will be dealt with by a written answer.



Chapter 13 – Overview and Scrutiny Committee

Annex 1

The current membership of the Overview and Scrutiny Committee is two Members from each constituent Council. (14 Members). The quorum is 10 members.

Chapter 14 – Audit and Governance Committee

Chapter 14 - Audit and Governance Committee

Part 1 – Functions

1. Governance

- 1.1 The Combined Authority has appointed an Audit and Governance Committee. The committee is a statutory, non-executive committee.

2. Functions

- 2.1. The Audit and Governance Committee shall have the following statutory powers to:
- (a) review and scrutinise the authority's financial affairs;
 - (b) review and assess the authority's risk management, internal control and corporate governance arrangements;
 - (c) review and assess the economy, efficiency and effectiveness with which resources have been used in discharging the authority's functions; and
 - (d) make reports and recommendations to the Combined Authority in relation to reviews conducted under paragraphs (a) (b) and (c);
 - (e) Implement the obligation to ensure high standards of conduct amongst Members.

3. Terms of Reference

- 3.1. The Audit and Governance Committee shall undertake the following for both the Combined Authority and the Business Board:

Accounts

- 3.2. Approve the annual statement of accounts;

Governance

- 3.3. Review corporate governance arrangements against the good governance framework;

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- 3.4. Review the Annual Governance Statement prior to approval to ensure it properly reflects the risk environment and supporting assurances;
- 3.5. Annually review the assurance framework to ensure it adequately addresses risks and priorities including governance arrangements of significant partnerships;
- 3.6. Monitor the Authority's risk and performance management arrangements including reviewing the risk register, progress with mitigating actions and assurances;
- 3.7. Monitor the anti-fraud and whistle blowing policies and the complaint process;

Internal Audit

- 3.8. Provide assurances over the effectiveness of internal audit functions and assuring the internal control environments of key partners;
- 3.9. Review internal audit requirements undertaken by the Combined Authority;
- 3.10. Approve the internal audit plan;
- 3.11. Consider reports and assurances from the Chief Finance Officer in relation to:
 - (a) Internal Audit performance;
 - (b) Annual Assurance Opinion on the adequacy and effectiveness of the framework of governance, risk management and control;
 - (c) Risk management and assurance mapping arrangement;
 - (d) Progress to implement recommendations including concerns or where managers have accepted risks that the Authority may find unacceptable.

External Audit

- 3.12. Review the annual accounts;
- 3.13. Consider the annual external audit of the Combined Authority's accounts, including the Annual Audit Letter and assessing the implications and monitoring managers' response to concerns;

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Financial Reporting

- 3.14. Consider whether accounting policies were appropriately followed and any need to report concerns to the Combined Authority Board;
- 3.15. Consider any issues arising from External Auditor's audit of the account;
- 3.16. Ensure there is effective scrutiny of the treasury management strategy and policies in accordance with CIPFA's Code of Practice;
- 3.17. Maintain an overview of the Council's Constitution in respect of contract procedure rules, financial regulations and standards of conduct and make recommendations to the Chief Finance Officer and Monitoring Officer where necessary;

Code of Conduct

- 3.18. Ensure the Combined Authority has effective policies and processes in place to ensure high standards of conduct by its Members and Co-opted Members;
- 3.19. Assisting the Members and Co-opted Members to observe the Code of Conduct;
- 3.20. Advising the Combined Authority on the adoption or revision of the Code of Conduct and monitor its operation;
- 3.21. Advising on training and overseeing the effectiveness of any training for Members and Co-opted Members on matters relating to the Code of Conduct;

General

- 3.22. Report and make recommendations to the Combined Authority in relation to the above.

4. Membership

- 4.1. The Combined Authority Board shall decide the size and membership of the Audit and Governance Committee and shall include one Independent Person.
- 4.2. In appointing Members to the Committee, the Combined Authority Board must ensure that the Members of the Committee taken as a whole reflect so far as reasonably practicable the balance of political parties for the time

Chapter 14 – Audit and Governance Committee

being prevailing among Members of the Constituent Councils when taken together.

- 4.3. The Committee may not include any Officer of the Combined Authority or of a constituent council.
- 4.4. The Combined Authority Board shall appoint at least one Substitute Member from each constituent council.
- 4.5. The Monitoring Officer has delegated authority to accept changes to membership of committees notified by constituent councils during the municipal year to ensure there is a full complement of members or substitute members at committee meetings.

5. Chair and Vice-Chair

- 5.1. The Combined Authority Board shall appoint the Chair and Vice-Chair.

6. Sub-Committees

- 6.1. The Committee may appoint one or more sub-committees and arrange for the discharge of any of its functions by any such sub-committee.
- 6.2. The Committee shall appoint a hearings panel to hear any complaints where the Member is alleged to have breached the Code of Conduct.

7. Hearing Panel (Sub-Committee to the Audit and Governance Committee)

- 7.1. The Hearings Panel is a Sub-Committee of the Audit and Governance Committee.
- 7.2. The Panel has the following functions:
 - 7.2.1. When matters are referred by the Monitoring Officer granting dispensations to Members and Co-opted Members allowing them to:
 - (a) participate in the debate; and/or
 - (b) vote on any matter in which they have a disclosable pecuniary interest;
 - 7.2.2. On matters being referred by the Monitoring Officer deciding whether complaints concerning Members should be investigated;

Chapter 14 – Audit and Governance Committee

7.2.3. Hearing complaints that have been referred to them by the Monitoring Officer pursuant to the Complaints procedure;

7.2.4. The agreement of relevant procedures for the undertaking of its functions, when appropriate to be included within the Constitution.

Part 2 – Procedure Rules

1. Access to Meetings

- 1.1 The public may attend meetings and have access to agenda, reports and minutes in accordance with the Transparency Rules, Forward Plan and Key Decisions in [Chapter 6 - Transparency Rules, Forward Plan and Key Decisions](#).

2. Meetings

- 2.1 The Committee will meet at least once a year.
- 2.2 An extraordinary meeting of an Audit and Governance Committee may be called by:
- (a) the Chair of the Committee; or
 - (b) the Head of Paid Service.

3. Quorum

- 3.1 No business is to be transacted at a meeting of the Committee unless at least two-thirds of the total number of Members on the Committee are present.

4. Voting

- 4.1 Each Member of the Committee appointed from the Constituent Councils is to have one vote and no Member (including the Chair) is to have a casting vote.
- 4.2 Members of the Committee who are appointed other than from the Constituent Councils shall be non-voting Members of the Committee but may be given voting rights by resolution of the Combined Authority.
- 4.3 Any questions that are to be decided by the Committee are to be decided by a simple majority of the Members present and voting. If a vote is tied on any matter it is deemed not to have been carried.

Chapter 14 – Audit and Governance Committee

5. Conflicts of Interest

- 5.1 Members must comply with the Member Code of Conduct.
- 5.2 No Member of the Committee may scrutinise a decision (whether or not implemented) in which they were directly involved as a Member of the decision-making body which made that decision.
- 5.3 Such a Member may only attend the Committee to:
 - (a) make representations;
 - (b) answer questions; or
 - (c) give evidence about the decision.

6. Appointment of Independent Person

- 6.1 The Committee must have at least one independent person. The appointment must be made by the Combined Authority Board.
- 6.2 A person is independent if the person:
 - (a) is not a Member, Co-opted Member or Officer of the authority;
 - (b) is not a Member, Co-opted Member or Officer of a parish council for which the authority is the principal authority;
 - (c) is not a relative, or close friend, of a person within sub-paragraph (a) or; and
 - (d) was not at any time during the past five years been:
 - (i) a Member, Co-opted Member or Officer of the authority; or
 - (ii) a Member, Co-opted Member or Officer of a parish council for which the Authority is the principal Authority.

Term of Office

- 6.3 Each independent person will serve a term of four years, which may be renewed up to a maximum of one further term (ie total maximum eight years).

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Appointments Process:

- 6.4 The vacancy for the Independent Person must be advertised in such manner as the Combined Authority considers is likely to bring it to the attention of the public. The person must submit to the Combined Authority an application to fill the vacancy, and the person's appointment has been approved by a majority of the Members of the Combined Authority Board.
- 6.5 The position of Independent Person shall be advertised on the Combined Authority's website, along with the website of each constituent authority.

7. Procedures at meetings

- 7.1 The Combined Authority Transparency Rules, Forward Plan and Key Decisions in [Chapter 6 - Transparency Rules, Forward Plan and Key Decisions](#) will apply.



Chapter 14 – Audit and Governance Committee

Annex 1

The current membership of the Audit and Governance Committee is one member from each constituent council and one independent person. (eight members). The quorum is six members.

Chapter 15 – Financial Management Procedure Rules

Chapter 15 - Financial Management Procedure Rules

Financial Regulations

Introduction

1. Financial Regulations Background and Purpose

- 1.1 The Combined Authority is a local authority for the purposes of the Local Government Act 1972. The Combined Authority will appoint Officers to undertake the statutory Head of Paid Service (Chief Executive), Chief Finance Officer and Monitoring Officer roles.
- 1.2 These regulations shall be read in conjunction with the Assurance Framework, [Chapter 4 - Combined Authority Board Functions](#) , [Chapter 3 - The Mayor of the Combined Authority](#), [Chapter 16 - Contract Procedure Rules](#), [Chapter 7 - Budget Framework Procedure Rules](#) and the [Chapter 17 - Officer Scheme of Delegation and Proper Officers](#).
- 1.3 These regulations lay down for the guidance of Members and Officers, principles to be followed in securing the proper administration of the Combined Authority's financial affairs and shall be reviewed at intervals of not more than three years. It is not expected that all aspects of these financial regulations will be required from day one, but to be in place to support the Combined Authority over time.
- 1.4 The Chief Finance Officer, as the Officer responsible for the proper administration of the Combined Authority's financial affairs, shall report to the Combined Authority Board any significant failure to comply with these regulations which comes to his/her attention.
- 1.5 The Head of Paid Service and the Chief Finance Officer shall be responsible for the accountability and control of all resources managed by them on behalf of the Combined Authority.
- 1.6 For the purposes of complying with these regulations, the Chief Finance Officer shall be provided with any information he/she may require and shall have access to any documents and records as necessary.
- 1.7 Whenever any matter arises which may involve financial irregularity the Chief Finance Officer and the Monitoring Officer shall be notified immediately, and if an irregularity is disclosed the matter shall, at the

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discretion of the Chief Finance Officer and after consultation with the Head of Paid Service, be referred by them to the Combined Authority Board. Further, in a case where the Head of Paid Service advises that there is prima facie evidence of a criminal offence having been committed, the matter shall be reported to the Police forthwith.

- 1.8 The Combined Authority's financial transactions are governed by the Local Government Act 2003 and the Accounts and Audit Regulations 2015 as amended.
- 1.9 Officers and Members of the Board will maintain the confidentiality of the Combined Authority's business and will not reveal confidential information about the Combined Authority or its finances.

2. Chief Finance Officer's Duties:

- 2.1 The Chief Finance Officer's statutory duties are to:
 - (a) provide financial advice to the Combined Authority on all aspects of its activity, including budgets, strategic planning and policymaking to ensure the effective and efficient use of resources;
 - (b) advise on the security of assets;
 - (c) secure the Combined Authority's banking arrangements;
 - (d) provide a treasury management function, including loans and investments, in accordance with the Combined Authority's policy;
 - (e) ensure the Combined Authority follows guidelines contained within relevant manuals, instructions and policies;
 - (f) produce the Annual Statement of Accounts in accordance with the latest statutory requirements and best practice.
- 2.2 The responsibilities of the Chief Finance Officer include:
 - (a) proper administration of financial affairs;
 - (b) ensuring, in consultation with the Monitoring Officer, lawfulness and financial prudence;

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- (c) ensuring a balanced budget;
 - (d) ensuring effective systems of internal control;
 - (e) advising on anti-fraud and anti-corruption strategies;
 - (f) acting as the Combined Authority's Money Laundering Reporting Officer in accordance with good practice;
 - (g) ensuring that statutory and other accounts fairly present the financial position;
 - (h) maintaining a continuous review of the financial framework;
 - (i) establishing suitable accounting policies and ensuring that they are applied consistently in accordance with proper practices as set out in the Code of Practice on Local Authority Accounting in the United Kingdom;
 - (j) ensuring that budget provision is identified and exists for all existing and new employees.
- 2.3 All Officers must consult and seek approval of the Chief Finance Officer before introducing or amending any records, forms or procedures relating to income and expenditure. The Chief Finance Officer will see that uniform systems are adopted throughout the Combined Authority to ensure that opportunities for fraud and corruption are minimised.
- 2.4 Failure to comply with these regulations may constitute misconduct.

Financial Management

3. General

- 3.1 Where the Combined Authority has delegated delivery to a particular organisation and given budget for its delivery, then budget holders should follow their local organisation's rules for the processing of transactions. The Chief Finance Officer must agree someone to be the budget holder in advance of them becoming responsible for the budget.
- 3.2 Budget holders must still comply with the Combined Authority specific requirements (e.g. under sections 4, 7, and 13 as set out within these

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regulations). Each Officer of Constituent Councils and the Business Board is responsible for ensuring compliance with their local procedures and should seek appropriate advice and guidance from the Chief Finance Officer where necessary.

- 3.3 Each Officer of the Constituent Councils and the Business Board must provide the Chief Finance Officer with necessary information for the purposes of accounting and budgetary control in accordance with issued timescales.
- 3.4 The Chief Finance Officer will be responsible for producing regular financial monitoring reports to the Combined Authority and will submit as soon as possible after the year end, an annual Statement of Accounts which complies with the relevant statutory provisions.
- 3.5 The Chief Finance Officer is responsible for ensuring the production of the Combined Authority's draft Statement of Accounts, before 31 May and will submit the accounts to the Combined Authority's Audit and Governance Committee for approval in line with the current statutory regulations. Final Statement of Accounts must be produced by 31st July.
- 3.6 Each Officer plays a key role in enabling the Statement of Accounts to be produced and is responsible for ensuring that guidance notes and the timetable provided by the Chief Finance Officer is adhered to.
- 3.7 The Accountable Officer in consultation with the lead of each Workstream must approve any expenditure incurred by Constituent Councils or the Business Board in accordance with their scheme of delegation and procedure rules.

4. Control of Projects and Programmes

- 4.1 Project and programme management arrangements are set out within the following documents:
 - (a) Combined Authority's Gateway process covering both revenue and capital programmes. The process sets out the documentation to be produced and the approvals to be sought at each Gateway stage.
 - (b) Assurance Framework for the Single Pot of Investment. An assurance framework is a set of systems, processes and protocols. It is designed to provide an evidence-based and independent assessment of the governance, risk management, and control processes of an organisation. All projects funded through the Single Investment Fund

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will be subject to a prioritisation, appraisal, and monitoring and evaluation procedure.

- (c) Monitoring and Evaluation Plan. This sets out the approach to the commissioning of schemes and the criteria to enable monitoring of projects.

5. Control of Service and Works Contracts

- 5.1 The work to be performed on behalf of the Combined Authority shall be the subject of a specific agreement setting out the respective roles and duties of the Combined Authority and the agent authority.
- 5.2 Payments on account of construction contracts shall be in accordance with the terms of the works agreements with the appropriate body and shall not exceed the expenditure properly calculated to be due.

Financial Planning

6. Budgets

- 6.1 The annual Capital and Revenue budgets for the Combined Authority are prepared within the context of the process and timescales of planning, programming and review as agreed by the Combined Authority.
- 6.2 From 2018/19 onwards, the budget will be set and approved in accordance with the [Chapter 7 - Budget Framework Procedure Rules](#).
- 6.3 The Chief Finance Officer will prepare a long-term financial plan each year for submission to the Combined Authority Board as part of its Budget approval.
- 6.4 The detailed form of capital and revenue budgets and the business planning process will be determined by the Chief Finance Officer to the Combined Authority subject to any instructions given by the Combined Authority.
- 6.5 Estimates of annual income and expenditure will be prepared by Officers and the Chief Finance Officer in line with the approved business planning process.
- 6.6 The Chief Finance Officer will submit, for Combined Authority approval, a draft Budget of all income and expenditure on Capital and Revenue accounts for the financial year beginning in April of each year in line with agreed approval processes and timescales.

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- 6.7 Approval of the annual budgets, by the Combined Authority does not give authority to incur revenue and capital expenditure. This authority shall be obtained in accordance with the [Chapter 17 - Scheme of Delegation](#) and subject to compliance with the Combined Authority's [Chapter 16 - Contract Procedure Rules](#) and Gateway procedure.

7. Virements

- 7.1 The Chief Finance Officer is responsible for considering reports submitted by Officers in respect of virement proposals for revenue and capital expenditure.
- 7.2 In relation to revenue expenditure under control of Officers, the Chief Finance Officer is authorised to consider reports of Officers on any likely overspending, and to approve transfers between expenditure heads up to a maximum of £100,000.
- 7.3 In conjunction with Officers, the Chief Finance Officer is to report to and seek the prior approval of the Combined Authority Board for any revenue expenditure where it will have an adverse impact on a priority within the approved budget.

8. Reserves

- 8.1 The Chief Finance Officer will ensure that there are clear protocols for the establishment and use of reserves/provisions and, in consultation with Officers, will establish reserves and/or provisions and provide guidance on how to incur expenditure from reserves/provisions.
- 8.2 The Chief Finance Officer shall seek Combined Authority Board approval for the use of reserves in addition to that already planned.

9. Control of Expenditure – Revenue and Capital

- 9.1 A system of budgetary control will be maintained and as part of this control the Chief Finance Officer will submit statements to meetings of the Combined Authority Board showing:
- (a) the progress of income and expenditure to date against the approved revenue budgets for the year;
 - (b) a forecast arising from the statements in (a) above of any material variation in income or expenditure anticipated for the financial year.

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- 9.2 An Officer must not order goods or services, which exceed the amount in their overall approved budget or which have not been approved through the Gateway process or Assurance Framework process for the Single Pot of investment.
- 9.3 If it becomes apparent that the Combined Authority's expenditure cannot be contained within the overall approved budget figure, an appropriate report shall be submitted to the Combined Authority.
- 9.4 Unspent budgets at the year-end will be carried forward or reallocated in accordance with arrangements in the business planning process approved by the Chief Finance Officer.
- 9.5 The Chief Finance Officer will ensure that the Combined Authority adheres to CIPFA's Prudential Code for Capital Finance in Local Authorities. The objective of the code is to provide a framework for capital finance that will ensure that:
 - (a) capital expenditure plans are affordable in the short term;
 - (b) external borrowing and other long-term liabilities are within prudent and sustainable levels for the long-term;
 - (c) treasury management decisions are taken in accordance with professional good practice;
 - (d) In taking its decisions the Combined Authority is accountable through a clear and transparent framework;
 - (e) the framework should support local strategic planning, local asset management planning and option appraisal.
- 9.6 For the purposes of these regulations, capital expenditure is that expenditure which is to be financed from the approved Combined Authority's capital budget. All capital expenditure proposals should be the subject of the Combined Authority's Gateway project control process or Assurance Framework process for the Single Pot of Investment.
- 9.7 Incurring of all contractual liability must be in accordance with the approved Scheme of Delegation and individual accountabilities.
- 9.8 The Scheme of Delegation states:

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- (a) The Chief Finance Officer shall authorise and approve all expenditure incurred within the revenue budget, in accordance with the approved budget limits and Financial Regulations.
- (b) The Chief Finance Officer shall authorise and approve all expenditure on capital schemes, in accordance with the Capital Programme and Financial Regulations, provided that expenditure has been authorised in accordance with the Assurance Framework.

Risk Management and Control of Resources

10. Risk

- 10.1 Within the context of corporate risk arrangements, each Officer should undertake risk assessments for their areas of responsibility and any proposals for major change. Adequate controls, procedures and resources should be in place to manage and mitigate identified key risks.

11. Insurance

- 11.1 The Chief Finance Officer is authorised to effect all insurance cover required in connection with the business of the Combined Authority and to settle all claims under such insurances arranged for the Combined Authority's benefit.
- 11.2 Each Officer is however responsible for minimising the risk for insurance claims and putting in place risk management processes for their areas of responsibility.
- 11.3 Any Officer having responsibility for establishments or activities must:
 - (a) promptly and where possible in advance notify the Chief Finance Officer in writing of the extent and nature of any new risks or increased risks to be insured;
 - (b) immediately notify the Chief Finance Officer in writing of any loss, liability or damage which is or may be covered by insurance;
 - (c) obtain the approval of the Chief Finance Officer regarding the terms of any indemnity, which the Combined Authority is requested to give;
 - (d) immediately inform the Chief Finance Officer of any occurrence which may lead to a claim against the Combined Authority.

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- 11.4 All claims against the Combined Authority and all claims by the Combined Authority against other persons shall be approved within the delegated levels of expenditure.

12. Internal Control Framework

- 12.1 The Chief Finance Officer is responsible for maintaining adequate and effective internal control arrangements. This includes a continuous appraisal of all accounting, financial and other controls throughout the Combined Authority, and by the Combined Authority's Agents in accordance with the relevant agency agreement. The objectives of the framework are to:
- (a) review, appraise and report upon the soundness, adequacy and application of financial and related management controls;
 - (b) examine and report upon the extent to which the Combined Authority's assets and financial interests are accounted for and safeguarded from losses of all kinds arising from;
 - (i) fraud, corruption and other offences;
 - (ii) waste, extravagance, poor value for money or any other cause;
 - (c) contribute to the monitoring of the use of resources in the pursuit of the defined objectives of the Combined Authority;
 - (d) receive and act upon information concerning allegations or suspicions of fraud and corruption as detailed in the Combined Authority's approved Fraud and Corruption Response Plan.

13. Internal Audit

- 13.1 The Chief Finance Officer shall arrange internal audit and reviews of financial records and operations in accordance with the Accounts and Audit Regulations 2015 and relevant professional guidance. Those responsible for Internal Audit, on producing appropriate identification shall have authority to:
- (a) enter at all reasonable times on any land, premises or other assets of the Combined Authority;
 - (b) obtain access to all records, documents, cash, stores, equipment and correspondence relating to any financial or other transaction of the Combined Authority;

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- (c) require and receive such explanations as are necessary concerning any matters under examination;
 - (d) require Officers or Members of the Combined Authority to produce cash, stores, or any other Combined Authority property, which is under their control;
 - (e) report direct to the Head of Paid Service if considered appropriate so to do.
- 13.2 The Audit and Governance Committee will review the internal audit requirements of the Combined Authority, approve the internal audit plan and consider reports and assurances from the Chief Finance Officer in relation to internal audit.

14. External Audit

- 14.1 The key responsibilities of the Chief Finance Officer with regard to external audit are to:
 - (a) ensure the appointment of external auditors in accordance with statutory requirements and Board decisions;
 - (b) maintain accounting records and prepare Statements of Account;
 - (c) liaise and work with the External Auditor on a regular basis;
 - (d) receive and deal with all queries relating to the work of External Audit;
 - (e) inform the External Auditor of all fraudulent cases that have been referred to the police.

Chapter 15 – Financial Management Procedure Rules

15. Assurance Responsibilities

- 15.1 Each Officer has responsibility to ensure:
- (a) reviews that have taken place to evaluate, correct and report on controls and systems in place;
 - (b) compliance with the Combined Authority's Standing Orders, [Chapter 15 - Financial Management Procedure Rules](#), [Chapter 16 - Contract Procedure Rules](#) and risk management requirements.

16. Fraud and Corruption

- 16.1 The responsibility for the prevention and detection of fraud rests with all employees. An Officer shall immediately inform the appropriate Officers of any circumstances which may suggest that there has been irregularity affecting cash, or other Combined Authority property and also of any payment or reward which has been accepted from any outside person or firm in respect of the work which such other person performs, as well as any impropriety or significant error in accounting or financial records or in relation to any contract for goods or services entered into by the Combined Authority.
- 16.2 Information received will be treated confidentially, and Officers should be assured that anonymity will be respected and it will not affect their employment situation or future prospects with the Combined Authority.
- 16.3 Any allegations received from outside the organisation, including anonymous letters or telephone calls will be taken seriously and investigated.
- 16.4 All cases of theft or suspected theft of Combined Authority property (no matter where the property was kept) must be promptly reported to the Audit Manager.
- 16.5 The Chief Finance Officer or Internal auditor shall be responsible for ensuring that the Combined Authority and the External Auditors are advised of any material loss or financial irregularity.
- 16.6 Internal Audit shall report to the Head of Paid Service, Monitoring Officer and the Chief Finance Officer.

17. Treasury Management

- 17.1 The Combined Authority has adopted the CIPFA Code of Practice on Treasury Management in Local Authorities. All investments of money will be

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made in the name of the Cambridgeshire and Peterborough Combined Authority.

- 17.2 The Treasury Management Strategy, prepared in accordance with the above code, will be adopted by the Combined Authority and thereafter its implementation and monitoring shall be delegated to the Chief Finance Officer.
- 17.3 The Chief Finance Officer will undertake any necessary borrowings in accordance with the Treasury Management Strategy.
- 17.4 All transfers from the Combined Authority's bank account shall be undertaken by authorised Officers nominated by the Chief Finance Officer according to Treasury Management procedures and authorisations.
- 17.5 The Chief Finance Officer will as a minimum report to the Combined Authority:
 - (a) before the start of the financial year - a report on the strategy for the forthcoming year;
 - (b) by the end of June - an outturn report on Treasury Management activity;
 - (c) by the end December of each year a half year monitoring report on Treasury Management activities;
 - (d) by the end of December a monitoring report on external investments performance.
- 17.6 The Chief Finance Officer shall be responsible for ensuring that surplus funds are invested promptly, safely and effectively and in accordance with Treasury Management procedures.

18. Security of Assets

- 18.1 Officers shall be responsible for the proper security of all of the Combined Authority's assets within their control. The Officer shall consult the Chief Finance Officer regarding changes in matters regarding security.

Chapter 15 – Financial Management Procedure Rules

Financial Systems and Procedures

19. Effective Management

- 19.1 The systems and processes operated by the Combined Authority must be managed effectively to:
- (a) provide customers and stakeholders with the best quality of service;
 - (b) ensure that net expenditure in their area of expenditure does not exceed the annual budget;
 - (c) comply with all relevant professional, managerial, legal and ethical standards;
 - (d) comply with the Combined Authority's procedures, regulations, standing orders, scheme of delegation and other relevant guidance and instructions issued.
- 19.2 Each Officer must ensure that there are adequate, appropriate and clear reporting lines in operation within their area of responsibility.

20. Control of Expenditure - General

- 20.1 Incurring of all contractual liability must be in accordance with the approved Scheme of Delegation and individual accountabilities and in accordance with [Chapter 16 - Contract Procedure Rules](#). The Chief Finance Officer will maintain a record of all delegated authorities.
- 20.2 Detailed procedures for the authorisation and control of expenditure will be issued, from time to time, by the Chief Finance Officer in accordance with delegated authority levels.

21. Income Collection and Banking Arrangements

- 21.1 The Chief Finance Officer is responsible for the banking arrangements and is authorised to set up and operate such bank accounts as are considered appropriate. The banking arrangements must be reviewed on a regular basis and negotiations regarding banking terms and overdraft facilities undertaken.
- 21.2 Arrangements for the authorisation of payments to be made by electronic transfer of funds from bank accounts must be in accordance with laid down processes and procedures.

Chapter 15 – Financial Management Procedure Rules

- 21.3 Each relevant Officer must ensure that all systems and procedures relating to income and banking, comply with Accounts and Audit Regulations 2015 and the Combined Authority's authorised procedures.
- 21.4 Particulars of charges to be made for work done, services rendered or goods supplied and of all other amounts must be promptly notified to the Chief Finance Officer. Any proposed introduction of, or variation to, charges must be in accordance with the agreed Scheme of Delegation.
- 21.5 All accounts for income due to the Combined Authority must be sent out by the Chief Finance Officer, except where other arrangements have been authorised.
- 21.6 All Officers must supply information as the Chief Finance Officer may require to ensure that all sums receivable by the Combined Authority are promptly recorded, and recovery sought.
- 21.7 The Authority's banking arrangements shall be those approved by the Authority from time to time and shall be supervised by the Chief Finance Officer.
- 21.8 Electronic payments either BACs or telegraphic transfer are to be authorised by the Chief Finance Officer or authorised Officers.

22. Debt Management

- 22.1 The Chief Finance Officer will have authority to recover debts, except in the case of legal action which should be undertaken in consultation with the Monitoring Officer.
- 22.2 Any individual who discovers any apparent loss or irregularity involving money due to or held on behalf of or property owned by the Authority shall immediately notify their line manager and Internal Audit. Internal Audit will then comply with the provisions of the Authority's approved Theft Procedure.

23. Purchase Orders

- 23.1 Each Officer must ensure that all expenditure is lawful and is subject to all local Procurement Regulations and approval processes.
- 23.2 Expenditure on goods, services and supplies made directly by the Combined Authority may be exempt from the requirement to place an order. The Chief Finance Officer shall maintain a list of order exemptions and review its continued appropriateness on an annual basis.

Chapter 15 – Financial Management Procedure Rules

- 23.3 Requisitions and official orders shall not be issued for goods and services unless the expenditure is within approved budgetary levels and any other necessary approvals as set out in the [Chapter 17 - Officer Scheme of Delegation and Proper Officers](#) have been obtained.

24. Payment of Accounts

- 24.1 No payment shall be made unless supported by an invoice or pro-forma invoice, with VAT details, where appropriate.
- 24.2 Officers must ensure that all invoices, vouchers, etc. for payment by the Combined Authority are forwarded to the Finance Team immediately upon receipt and that the appropriate contract or order number is quoted on every invoice.
- 24.3 Once proper authorisations have been obtained, together with such additional explanations and information as may be required, the Chief Finance Officer will pay all accounts on behalf of the Combined Authority.
- 24.4 In order for an invoice to be paid, the responsible Budget Holder must confirm that the work, goods or services have been properly delivered in accordance with the order.
- 24.5 The receipt of all goods and services should only be made where:
- (a) the works, goods or services have been received, carried out satisfactorily, examined as to quality and quantity;
 - (b) the goods and services have been previously receipted.
- 24.6 The certification of Goods Received acts as the authorisation to pay the invoices as long as the invoice matches the Goods Received entry.
- 24.7 Where an invoice is exempt from the ordering process, the invoice will be subject to electronic approval by following appropriate rules of delegation.

25. Allocation of funding to projects

- 25.1 The allocation of funding to projects shall be done in accordance with the processes as outlined in the Assurance Framework, based on guidance produced by DCLG.

Chapter 15 – Financial Management Procedure Rules

26. Payments to Employees

- 26.1 The payment of all salaries, wages, pensions, compensation and all other emoluments to Officers or former Officers of the Combined Authority will be made by the Chief Finance Officer or under arrangements approved by the Chief Finance Officer.
- 26.2 Time sheets and other documents to authorise the payment of wages and salaries must be certified by the appropriate Budget Holder (or nominee) and forwarded to the Payroll Manager within such period before the respective pay days, as may be required. The Chief Finance Officer shall make such checks on pay documents as are considered necessary.
- 26.3 All standing information relating to payroll data, such as rates of pay, statutory and non-statutory deductions, allowances, starters and leavers from any of the Combined Authority's payrolls, shall be notified through approved processes by the nominee to the Payroll Manager.
- 26.4 The detailed procedures to be followed at Combined Authority establishments for the control of overtime working and payment of wages and salaries are set out in formal procedures.
- 26.5 All payroll documentation must be filed for the period in accordance with required deadlines and no documentation relating to Officers records or to wages and salaries' payrolls should be destroyed without prior consultation with the Chief Finance Officer.

27. Taxation

- 27.1 The Chief Finance Officer is responsible for:
- (a) ensuring that taxation advice is available to Officers to ensure compliance with relevant legislation;
 - (b) maintaining the Combined Authority's tax records, making all tax payments, receiving tax credits and submitting tax returns by their due date as appropriate;
 - (c) completing all HM Revenue and Customs returns regarding Pay As You Earn;
 - (d) completing and submitting VAT returns to HMRC as necessary.

Chapter 15 – Financial Management Procedure Rules

27.2 Officers are responsible for:

- (a) ensuring the correct VAT liability is attached to all income due and that all claims for VAT recoverable on purchases complies with HM Revenue and Customs regulations and all tax is properly identified and recorded;
- (b) ensuring that the Authority is not put at risk in any funding arrangements by identifying the correct VAT treatment in accordance with the VAT Act 1994;
- (c) following any guidance on taxation that may be issued by the Chief Finance Officer.

28. Expenses

- 28.1 All claims for payments of Officers' car allowances, subsistence allowances, travelling and incidental expenses must be certified by the appropriate Budget Holder and be within delegation levels. Certification means that the certifying Officer is satisfied that the journeys were authorised, the mileage correct, the expenses properly and necessarily incurred and that the mileage and other allowances are properly payable in accordance with the specific conditions of employment of the Combined Authority.

29. Travel and Subsistence

- 29.1 Claims, by the Mayor or independent members of the Combined Authority under an approved Member Allowance scheme or Officers, for reimbursement of expenses regarding hotel accommodation, refreshments, hospitality, gifts, car mileage are required to be countersigned by another Officer. Councillors can claim Travel and Subsistence from their Constituent Councils which is outlined in their Constitution.

- 29.2 All claims should be submitted monthly.

External Arrangements

30. Partnerships

- 30.1 The Combined Authority is responsible for approving partnership agreements where funding is to be provided by a third party.

Chapter 15 – Financial Management Procedure Rules

30.2 The budget controller or holder must present to the Combined Authority sufficient information before a decision is reached about entering a partnership agreement. This should include:

- (a) the aims and objectives of the partnership;
- (b) a scheme appraisal for financial viability of the project;
- (c) risk appraisal;
- (d) resources required, both financial and staffing;
- (e) audit and control requirements.

31. External Funding

31.1 Before any external funding bid is made, the responsible budget holder shall consult with the Chief Finance Officer to ensure all aspects of funding have been properly considered before submission for approval.

31.2 The budget holder shall supply copies of all relevant paperwork to the Chief Finance Officer, including the bid submission, the offer letter and acceptance and any instructions for the completion of the grant.

31.3 The Chief Finance Officer is responsible for ensuring that all external funding notified by external bodies is received and properly recorded and monitored in the Combined Authority's Accounts.

31.4 It is the responsibility of the budget holder to ensure that the project progresses in accordance with the agreed project and that all expenditure is properly incurred and recorded. They must also ensure that all claims are prepared by the due date, making allowances for audit requirements where applicable.

Chapter 16 - Contract Procedure Rules

Procurement Overview

1. Procurement Definition

- 1.1. Public Sector procurement is the process of acquiring goods, services and works for the delivery of an Authority's obligation to its residents and regional visitor. The process must be carried out within a specific legal framework and based on principles of equal treatment, transparency and non-discrimination such that for contracts over a specified value or specific social interest may be tendered for by any interested and appropriately qualified organisation. This is to ultimately achieve the optimal solution that also provides value for money across the whole-life of the process and contract.

2. Governing Legislation

21. The Local Government Act 1972 section 135 requires Public Bodies to have standing orders for how it enters into contracts. These Contract Procedure Rules ("Rules") set out how the Combined Authority will deliver against this obligation.
22. All Procurements for Contracts, by Combined Authority staff or members (including where managed by an external organisation or public body on the Authority's behalf), MUST comply with these Rules, the Combined Authority's Financial Regulations and all applicable EU and UK Legislation; specifically (but not limited to):
 1. The Local Government Act 1972
 2. Public Contract Regulations 2015 (PCRs)
 3. Concession Contracts Regulation 2016 (CCRs)
 4. Equality Act 2010
 5. Bribery Act 2010
 6. Localism Act 2011
 7. Social Value Act 2012
 8. Modern Slavery Act 2015
 9. General Data Protection Regulation 2016 (SI 2016\679)
 10. Freedom of Information Act 2000
 11. Transparency Code 2015

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23. Where there is a discrepancy between these rules and any procurement legislation, the procurement legislation is the dominant authority.
24. Where there is a conflict between the procurement legislation and any other relevant legislation as listed above (or otherwise identified during the process) the Monitoring Officer must be consulted immediately to carry out a legal, project risk assessment.
25. Central Government guidance (Procurement Policy Notes (PPNs)) should be considered for best practice but do not override these rules or legislation.
26. Non-compliance with these rules may constitute grounds for disciplinary action.

3. Application of the Rules

These rules govern

31. ALL purchases of works, goods and services (including consultancy requirements and equipment hire or lease through rental agreements) across the whole Combined Authority, regardless of value, as covered by Chapter 1 and 2 of the PCRs and not excluded by Regulation 10, PCRs.
32. The use of external frameworks and Dynamic Purchasing Systems.
33. Procurements under the Light Touch Regime Procurements, as covered by Chapter 3 of the PCRs.
34. Below threshold procurements under Chapter 8 of the PCRs.
35. The procurement of Concession contracts as set out in the CCRs.
36. ALL collaborative procurements with other public bodies.
37. The Disposal of Assets or goods by the Combined Authority.

They DO NOT apply to:

38. Supply of works, goods and services by the Authority to another authority, subject to the agreement of the Procurement and Contracting Manager.
39. Purchases through local authorities, government bodies or public agencies, (eg police, health or other similar authorities) where the procurement rules of that organisation have been approved by the Procurement and Contracting Manager as complying with these Rules, or the contract is agreed in cooperation or partnership eg section 75 agreements.

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- 3.10. Public body to public body co-operation - contracts with other public bodies where the parties come together to deliver a public service, under the following conditions;
 - (a) achieve objectives which are common to both parties; and
 - (b) the arrangement is solely for the public interest; and
 - (c) the parties perform less than 20% of the services covered by the arrangement on the open market.
- 3.11. In-house awards (this is where the Combined Authority awards a contract to an entity it controls). This exemption will only apply if all of the following conditions are met;
 - (a) The Combined Authority exercises a similar control on the entity as it does with its own departments;
 - (b) The entity carries out more than 80% of its activities for the Combined Authority;
 - (c) There is no private sector money in the entity.
- 3.12. Employment contracts.
- 3.13. Sponsorship agreements.
- 3.14. Purchases made at public auction or of goods sold due to insolvency.
- 3.15. Land contracts (including leases, licences and transfers).
- 3.16. Grants of money, these cannot be contracts as there is no consideration and they are not services required to be delivered by the Authority.
- 3.17. Funding or financing arrangements.
- 3.18. Any other arrangements excluded by the PCRs.
- 3.19. Services excluded under Regulation 10 PCRs**
 - (a) Legal advice that may lead to or is in preparation for Judicial Proceeding, or representation at judicial proceedings;
 - (b) Arbitration or conciliation;
 - (c) the purchase or sale of any interest in land, (including leasehold interests);
 - (d) Financial advice for the sale, purchase or transfer of sureties;
 - (e) Audio-visual/radio broadcasts;
 - (f) Arbitration/legal advice for either the preparation or representation in legal proceedings that may result in a court hearing;
 - (g) Loans;
 - (h) Employment contracts between an individual and the Combined Authority;
 - (i) Public transport by rail or metro;
 - (j) Political campaigns;
 - (k) Civil Defence.

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320. Where there is any doubt as to whether the procurement is covered by these rules, officers are required to seek advice from the Procurement and Contracting Manager.

4. Procurement Objectives - the Treaty for the Function of the European Union (TFEU)

- 4.1. The Combined Authority seeks to achieve more than just the practical element of the contract from the procurement process; as such, every contract must be let in consideration of the following objectives:

- (a) Regulatory Compliance (open markets and equal opportunity for all providers, fair & transparent process in accordance with TFEU and Regulation 18 PCRs).
- (b) Accountability.
- (c) Value for Money (proportionality, efficiency and economy).
- (d) Efficient Procurement Process.
- (e) Support of Horizontal Policies such as implementing social, environmental and industrial commitments, at a proportionate level, in accordance with the Combined Authority's Policies and Procurement Guidance Document.

Excluding item 1 – the level of priority of each of the other objectives is to be set by the Combined Authority, as detailed in this document.

5. Roles & Responsibilities

- 5.1. The following lists detail the various procurement activities and where the responsibilities for each sit.

Procurement & Contracting Manager (directly or through delegation)

- (a) Responsibility for the Rules, guidance documents and procurement templates.
- (b) Design, implementation and management of a Procurement Gateway Process.
- (c) Provision of Procurement Advice and assistance on all expenditure, including route to market and contract choice.
- (d) Overview and management of any frameworks and corporate contracts.
- (e) Oversee all exemptions to the PCRs and these rules.
- (f) Organising and running market engagement events.
- (g) Provision of advice on commercial structure and evaluation methodology.
- (h) Appointment of external legal support for complex procurements.
- (i) Management of the e-tendering portal.
- (j) Tender Moderation.
- (k) Signing off All Regulation 84 Tender Reports for process compliance.
- (l) All formal Procurement correspondence.
- (m) Collating/populating all Contract Documents and ensuring signature.



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- (n) Oversee contract monitoring and all contract variations.
- (o) Attendance at bi-annual contract management meetings.
- (p) Management and monitoring the Contract Register.
- (q) Forward Planning of cyclical requirements.

Chief Finance Officer (directly or through delegation)

- (a) Development and implementation of the Financial Regulations.
- (b) Approving budgets for procurement of contracts.
- (c) Signing of All Regulation 84 Tender Reports for budgetary compliance.

Monitoring Officer (directly or through delegation)

- (a) General advice as required.
- (b) Lawfulness and governance of complex procurement decisions taken.
- (c) Provision of any legal document requirements and support managing external legal services.
- (d) Signing of All Regulation 84 Tender Reports for governance compliance.
- (e) Approval of all contract documents before signature.
- (f) Approval of all waivers to these rules.
- (g) Approval of any contracts awarded under Regulation 32.

Directors

- (a) Project approval and authority to proceed.
- (b) Signing of All Regulation 84 Tender Reports for Award Approval.

Contract Managers

- (a) To following the instructions of the Procurement and Contracting Manager and Monitoring Officer.
- (b) Development of Project Initiation Documents and Gateway reports.
- (c) Confirmation of Project Budget & Authorisation to Procure.
- (d) Creation of Contract Specification and Contract Management requirements.
- (e) Managing any technical enquiries during a procurement process.
- (f) Evaluation of tender returns.
- (g) Complete the tender report.
- (h) Manage the delivery of the contract in accordance with the specification, tender return and the contract management processes included in the contract.

All officers must:

- (a) Comply with the Combined Authority's Financial Regulations.
- (b) Declare any gifts or hospitality received either before, during or after the procurement to the Head of Procurement.
- (c) Not disclose any confidential information to unauthorised persons.

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- (d) Conduct the procurement process in a fair, open and transparent manner.
- (e) Ensure the process delivers value for money.

6. Use of Consultants

6.1. Where the Combined Authority requires the technical input of industry experts/ consultants to either resource and/or manage a procurement or inform a specification, or deliver a particular process; officers are required to ensure the following is applied:

- (a) The service is for a discrete (or multiple discrete) pieces of work and/or is not backfilling a Combined Authority post.
- (b) The consultants are procured in accordance with these Rules.
- (c) The Consultant is experienced in and fully understands all Public Procurement Legislations and agrees to be bound by them.

There is a clear specification of requirements and responsibilities set out in their appointment, including adherence to these rules and that this is documented in the form of contract used.

Procurement Process Planning

As part of the initial procurement planning process, officers are required to consider the impact of legislation, financial and time constraints along with any of project specific requirements.

7. Category of Spend

7.1. The procurement process to be applied is firstly determined by the category of spend and then the contract value, such that before beginning the process this needs to be ascertained.

7.2. The categories of spend are

- (a) Goods (supplies or products),
- (b) Services (labour, consultants or technical resources),
- (c) Works (Construction Projects),
- (d) Light Touch Regime Services (Hospitality/ Catering, Education/ Training, Security, Legal Services)
- (e) Concession Contracts (contracts where the supplier's revenue is through the exploitation of an asset e.g. running a café owned by the authority)
- (f) Regulation 32 PCRs (Non-competitive Direct Awards)
- (g) Regulation 10 PCRs Excluded Contracts
- (h) Regulation 14 PCRs Research & Development

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8. Contract Value Estimation

81. The estimated value of a contract is based on either; the money to be paid by the Authority to the successful tenderer (Regulation 6 PCRs) or the value to the market (Regulation 8 CCRs) of the contract.
82. A contract value should be calculated as follows:
 - (a) A lump sum contract – this is a one-off, capital project, only used by one project/team where the contract value is the total budget available (including any contingency).
 - (b) A periodic contract – this is where there is an annual, regular, potentially on-going requirement, by the authority – the contract value is the potential annual spend (across the whole Authority) multiplied by the number of years the contract is to run (including any extensions).
 - (c) A concession contract – this is a term contract over a number of years whereby the revenue is paid based on usage levels, and usually by the service users, without any guarantee of full recompense or profit.
83. The value of any contract is the TOTAL maximum, potential or reasonably foreseeable spend over the whole duration of the contract (including extensions) for a given requirement.
84. The Authority MUST NOT disaggregate or sub-divide like or similar requirements for the purpose of avoiding the procurement from being regulated. (Regulation 5, PCRs or Regulation 7, CCRs). Procurements below these thresholds are still subject to delivering value for money but the nature of the procurement process may be defined by the authority and needs to be proportionate to the value, effort and market interest in consideration to the nature of the purchase.

See Schedule 1 for current thresholds across all relevant legislations

9. Partnership Arrangements

91. The authority has entered into a number of arrangements with partner authorities for the purchase of various back office services; officers are required to liaise with procurement before commencing an external procurement to ensure that those arrangements are not breached or cause relationship problems across the authority's partners.

10. Procurement Gateway Process

101. The Procurement and Contracting Manager in consultation with the Monitoring Officer, shall publish and oversee a gateway process that reviews and approves the approach to procurement and ensures that these rules, legislation and best

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practice are adhered to along with monitoring the delivery of value for money and social obligations. This process to be monitored by an officer board based on value and/ or complexity. The details of the Procurement Gateway Process will be maintained on the Combined Authority internal website.

Pre-Procurement Contract Approvals

102. Where the procurement is not required to be monitored under the gateway process the project officer must still provide evidence to the Procurement and Contracting Manager that they have the necessary director, committee or board approvals to procure and subsequently award a contract based on specified value.
103. The Project Officer must also liaise with the Governance team to ascertain if the procurement is a Key decision and based on this, place the contract on the Forward Plan in accordance with the Authority's Constitution.

11. Procurement Timescales

- 11.1. Officers should allow the following minimum timescales for each of the identified routes:
 - (a) Single quote - approximately two weeks
 - (b) Three quotes - approximately six weeks
 - (c) Below threshold tender - approximately 10 weeks
 - (d) Above threshold tenders - OPEN procedure – approximately 14 weeks
 - (e) Negotiated Procurement - at least 26 weeks

12. Application of Non-Procurement Legislation

- 12.1. Officers are required to consider whether the procurement process and decisions are affected by other relevant legislation. A list of the more obvious ones to be considered and their impact on procurement are available in the procurement guidance documents and will need to have been considered as part of the Gateway process to ensure a holistic approach is adopted and transparently procured.

13. Conflicts of Interest (Regulation 24 PCRs)

- 13.1. The Public Procurement Legislations are designed to prevent corrupt practices and the application of any preferential treatment or discrimination of any UK or EU supplier. As such the following rules apply:

All members, officers, contract managers or organisations procuring on behalf of the Combined Authority must avoid any potential conflict between their own (or family/ friends) interests and the interests of the Combined Authority as detailed in the Combined Authority's Code of Conduct.



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132. Where an interest (financial or personal) is identified this must be reported the Head of Procurement such that any identified risks can be minimized. Where such a conflict is identified and cannot be suitably mitigated to the Head of Procurement & Contract's satisfaction, that person may not participate in the procurement or evaluation process.

14. Separation of Duties

- 14.1. A procurement, contract, purchase order or waiver cannot be raised and approved by the same person.
- 14.2. Where a contract manager completes the practical element of a procurement process, a procurement form or makes another recommendation, the award must be agreed by a Director.

15. Risk Assessment

- 15.1. Officers are required to complete a risk assessment for approval by finance and legal on all procurements that are deemed high risk based on the following
- (a) Is of political or public interest;
 - (b) Is over the EU threshold;
 - (c) Is being awarded under Regulation 32 PCRs; or
 - (d) Is being varied/extended under Regulation 72 PCRs;
 - (e) Includes the setting up of a Special Purpose Vehicle;
 - (f) Includes a lease arrangement, advance payment or holding funds on behalf of another entity;
 - (g) Is for a duration over five years;
 - (h) Includes design liability, intellectual property rights or a requirement for collateral warranties.
- 15.2. Officers should use the Combined Authority's standard templates and ensure they are added to the corporate risk register before the procurement commences and then monitored throughout the process and life of the contract.
- ### 16. Bonds & Parent Company Guarantees
- 16.1. The requirement for a bond or parent company guarantee (and its value) is at the discretion of the relevant Director.
- 16.2. An optional requirement for a Bond or Parent Company Guarantee should be included as part of all procurements over £250k such that it creates both; a means to assess the financial stability of a tenderer and an option to mitigate any identified performance risks of the preferred supplier. Evidence of the bond's availability (even if not required) should be obtained before award.

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163. Where the project or a contractor is deemed as a high risk for failure (likelihood and/or impacts), advice should be sought from Procurement, Finance and Governance in deciding if the provision of the bond is required.
164. Where a bond or parent company guarantee is deemed necessary – this should be in a form acceptable to the Combined Authority and in consideration of the form of contract being used.

Routes to Market

The route to market is selected based on a number of considerations as set out below.

Where possible, **Officers are recommended to consider whether to use either an existing framework (or one procured by a partner authority) so as to minimise procurement costs and process time.**

Where the value is below threshold or it has been agreed with procurement that the requirement is non-standard, or a framework may not deliver the optimal solution, be that because the supplier base is unsuitable or too limited, framework rates do not offer value for money or the requirement requires an ability to negotiate, then alternative routes should be considered in conjunction with procurement and legal or through the 'gateway' process.

These processes available are as set out below.

17. Process Types

- 17.1. Procurements can be split into two categories; regulated and non-regulated.

Non-Regulated (below Threshold) Procurements

- 17.1. These can, in addition to using the regulated routes, be used based on value:
 - (a) **Direct Award** – a single supplier quote from a local/SME supplier who is selected based on previous knowledge, a recommendation or a local supplier list (where one exists).
 - (b) **Quotes Process** – between three and five suppliers are selected to provide a quote detailing how they will deliver a project and the costs. Suppliers to be selected based on being local/ SMEs with either previous knowledge, on a recommendation or from a local supplier list (where one exists).

Regulated (above EU Threshold - OJEU) Procurements

- (a) **OPEN Tender (Regulation 27 PCRs) – DEFAULT ROUTE** - single stage, advertised process. This route is for standard purchases where the requirements are clear – it does **not** include any scope for negotiation of any of the element of the tendered information. All compliant submissions must be evaluated.

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- (b) **RESTRICTED Process (Regulation 28 PCRs)** – two stages, advertised process. This route is for standard purchases where the requirements are clear – it does **not** include any scope for negotiation of any of the element of the tendered information. Suppliers are shortlisted to tender following an initial supplier qualification process. This route is most suited to extensive markets to ensure proportionality of process and cost.
- (c) **COMPETITIVE PROCESS with NEGOTIATION (Regulation 29 PCRs)** – multi-stage, advertised process. Includes the ability to negotiate on predefined elements. Suppliers are shortlisted to tender following a supplier qualification process, and then following each round of negotiations based on the predefined scoring criteria. This is used where the desired outcome of the procurement is known but how it is to be achieved is less clear.
- (d) **COMPETITIVE DIALOGUE (Regulation 30 PCRs)** – multi-stage, Advertised process. Includes the ability to discuss and define any unknown requirements. Suppliers are shortlisted to tender following a supplier qualification process, and then following each round of dialogue based on the predefined scoring criteria. This is used where the desired outcome of the procurement is unclear as is how it is to be achieved.
- (e) **INNOVATIVE PARTNERSHIP (Regulation 31 PCRs)** – multi-stage this is used where you want to purchase something that isn't already available in the market and needs to be created. The procurement process is based on a set of minimum requirements and desirable outcomes – the process can only be used with the approval of Procurement.
- (f) **FRAMEWORK (Regulation 33 PCRs)** – This can be procured through any on the procedures in this list and is an arrangement with one or more suppliers to provide the requirements on an as required basis with no fixed commitment. The Framework has a maximum duration of four years and subsequent awards can be made either by a direct award based on the framework prices or through further competition and evaluation – depending what has been specified in the Framework Agreement. Contracts awarded under the framework can run past the framework end date where set up to facilitate this.
- (g) **DYNAMIC PURCHASING SYSTEM (DPS) (Regulation 34 PCRs)** - this is an approved list, on to which suppliers can be added at pre agreed intervals. Suppliers are added based the completion of the first stage of a RESTRICTED procedure and their demonstration of technical ability and previous experience. All subsequent awards must be through further competition and price/ quality evaluation.
- (h) **FURTHER COMPETITION** (from an existing framework) – this is where you are inviting the suppliers already on a compliantly procured framework or DPS to submit a qualitative proposal and price for your specific requirements. (where this is from a framework the prices/rates are capped at the framework prices.

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- (i) **BESPOKE COMPETITIVE PROCESS** – this can only be used under the Light Touch Regime and will be defined and managed by procurement. **(Regulation 76, PCR or Regulation 36 CCR).**
- (j) **DESIGN COMPETITION (Regulation 80 PCRs)** - These are for the design of unique construction projects.
- (k) **NEGOTIATED PROCEDURE WITHOUT ADVERTISEMENT – (Regulation 32 PCRs)** – this route can only be used in exceptional circumstances and must be agreed by Procurement and the Monitoring Officer and documented on a waiver. Potential for use include: lack of competition, urgency or exclusive rights.

18. Below Threshold Requirements

- 18.1. The procurement process is to be selected based on its category and its value, this is to ensure that the process is proportionate, transparent and can demonstrate value for money in consideration of the project requirements and other constraints such as urgency or protected rights.

Goods & Services Contracts

- (a) Single quote up to £9,999
- (b) Three quotes between £10,000 and £49,999 (RFQ process)
- (c) Advertise on Contracts Finder between £50,000 and EU threshold (Tender Process)

Recruitment Consultant appointments

- (a) Single quote up to £24,999
- (b) Three quotes between £25,000 and £99,999 (RFQ process)
- (c) Advertise on Contracts Finder between £100,000 and EU threshold (Tender Process)

Works and Concession Contracts

- (a) Single quote up to £49,999
- (b) Three quotes between £50,000 and £499,999 (RFQ process)
- (c) Advertise on Contracts Finder between £500,000 and EU threshold (Tender Process)

Light Touch Regime (training, legal requirements)

- (a) Single quote up to £49,999
- (b) Three quotes between £50,000 and £199,999 (RFQ process)
- (c) Advertise on Contracts Finder between £200,000 and EU threshold (Tender Process)

Quotes Process

Where requests for quotations are made, these should be from local suppliers where possible, either from a known local list or identified through the e-

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tendering portal of registered suppliers. Where none are known, the opportunity may be advertised at the officer's discretion.

Contracts Finder (Tender Process)

Where an opportunity is to be advertised based on the above, or is published in any other way (eg on the e-tendering portal, through an industry magazine or some form of social media) it must also be advertised on Contracts Finder. Any advertised, below threshold procurement, must follow that of a single stage/open tender with no option for shortlisting.

Waivers

Where a below threshold contract, based on value, requires a competitive process and there is an urgency, protected right, technical expertise or other reason that is accepted by the Monitoring Officer and Chief Finance Officer as delivering best value to the authority, a waiver may be used to enable the officer to seek a single quote and carry out a direct award to that organisation. This process is set out in the procurement guidance documents.

19. Above Threshold Requirements

- 19.1. All Above threshold procurements must be advertised (unless procured under Regulation 32 PCRs) on the e-tendering portal, Contracts Finder and Tenders Electronic Daily (TED).
- 19.2. The choice of which route to market should apply depends on the likely number of interested participants, the contract requirements and complexity and the need to negotiate, in accordance with Regulation 26. Further information is available in the procurement guidance documents

Single Stage process - Open

This route considers and evaluates everything listed in the 'two stage process' in one stage.

Two Stage process - Restricted

This route includes two distinctive stage, the shortlisting stage of a Standard Selection Questionnaire (SSQ) and then an Invitation to Tender (ITT) stage.

Multi-Stage process - Negotiated

This route builds on the restricted process two stages and includes an option to negotiate and can have as many stages as necessary to achieve the optimal outcome.

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20. Use of Frameworks

20.1. Where the decision is to utilise an existing Framework for the appointment of consultants or routine requirements, the choice of methodology should be based on the rules of the framework, the options being:

- (a) Direct Award applying the framework selection criteria up to a cap of £200k unless otherwise agreed by the Monitoring Officer.
- (b) Further competition where the requirement is over £200k or the requirements need further scoping or there is an opportunity to achieved improved value for money through competition.

21. Advertisement (Regulations 48, 49, 52 & 106 PCRs)

21.1. Where a direct award/ or quotes process is not permitted by these rules or by exception under either these rules or the Regulations; and where the award is not via an approved framework, the procurement opportunity must be advertised as follow:

- (a) Contracts Finder (**Regulations 52 & 106 PCRs**) - where specified in this document or where they are regulated under any of the public procurement legislations
- (b) TED – where they are regulates/ value exceed the values as set out in Schedule 1.
- (c) Authority e-tendering portal – where an advert is placed under one of the above requirements it must also be advertised on the e-tendering portal
- (d) Additional adverts – where the opportunity is advertised, officers may also place adverts on the Authority website, trade publications or social media.

22. Market Engagement (Regulation 40 PCRs)

22.1. Where an advertised process is to be used, and before commencing a process, it is essential to understand the market make up and possible supply options, specifically

- (a) Is the Market a Monopoly or is it saturated?
- (b) Is the requirement able to be delivered by a single supplier or does it require sub-contracting?
- (c) Can the contract requirements be met by local SMEs?
- (d) Is the contract suitable for a consortia solution?

22.2. All engagement must be overseen by Procurement and participants should be invited through an advertisement on the e-tendering portal and carried out in a transparent manner (eg supplier days) that treats all possible procurement participants equally and without discrimination such that the activity is artificially restricts or impairs competition.

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Procurement Processes

All procurements are to be issued using either the authority's standard templates or the templates provided by the framework's owner as applicable.

Additional information on the following processes and documents is available within the procurement templates, policy documents and through the procurement guidance documents.

23. Direct Award

- 23.1. This option does not require officers to create a specification or a set of tender documents; instead, they should discuss their requirements with the selected organisation and these should then be written up, priced and submitted by that organisation to the authority for approval. Once agreed, they should then be attached to the authority's standard Purchase order or Service terms and conditions and awarded as set out below.

24. Request for Quotation (RFQ)

- 24.1. This option uses a single procurement document to set out the contract and specification requirements along with how the submission will be qualitatively and financially assessed. This to be requested from the three selected companies. The submissions should be evaluated in accordance with this document and then a contract concluded with the successful organisation using the terms and conditions attached to the RFQ in accordance with the award process below.

25. Advertised Tender

- 25.1. The documents needed for an advertised procurement will depend on the contract value and the selected route to market; the tender pack will include some or all of the following:

Due Diligence Document

- 25.2. Where a tender is unregulated and thus an SSQ cannot be used, the due diligence (financial and company status) checks must be used to ensure that the successful tenderer is commercially capable and stable to deliver the contract.

Standard Selection Questionnaire (SSQ)

- 25.3. This document is only used for above threshold tenders and has three parts; Parts 1 and 2 are set down by central government and cannot be amended. Part 3 can be populated with the qualitative requirements of the project and used as a mechanism to shortlist in a multi staged process (Regulations 57, 58 and 65 PCRs).

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Invitation to Tender (ITT) (or ITN or ITN Final) (Regulation 54 PCRs)

254. This document sets out the details of the procurement process and the process requirements along with the rules that interested (or shortlisted) tenderers must follow to ensure that their bid is compliant. Further guidance and adaptation of the standard template should be sought from procurement.

Specification (Regulation 42 PCRs)

255. This document must clearly and concisely set out the Authority's specific contract requirements and depending on whether these are input, output or outcome based, the details by which these may be deemed to be achieved or demonstrated.
256. When using an input specification, officers should ensure that they are suitably up to date with current technology and developments. Specifications should be based on performance or industry standards and only use a brand, model or part number where it is impossible to sufficiently define the requirement any other way. Where this is relied on the specification must state 'or equally approved'.
257. Where the technical expertise is absent or dated, an output or outcome specifications should be used to ensure that an up to date solution is achieved along with value for money.
258. Where social or other policies are to be considered, these must be clearly specified and where possible, hyperlinks to their location included in the procurement documents.

Terms of Business/Contracts

259. The choice of contract shall be in a form approved by the Legal team and will be based on the nature of the spend and the project complexity along with the route to market, officers must engage with the Legal team at the concept of the procurement to enable sufficient time for consideration and drafting.
- 25.10. Where the selected procurement process does not allow for negotiations, officers are advised to ensure that the requirements identified to Legal are not prohibitive or anti-competitive such that they may limit competition and the ability to achieve a successful, value for money outcome.

Tender Submission Document

- 25.11. ALL Tenders MUST be evaluated using the principle of Most Economical and Advantageous Tender (MEAT).

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Quality Requirements - Method Statements – (Regulation 67 PCRs)

- 25.12. Officers are recommended to use a split of 60% price and 40% quality. Where this is not felt to be the best means by which to select the most suitable supplier, this may be adjusted to an 80:20 split in either direction following a discussion with Procurement.
- 25.13. Method Statement Questions should be drafted to elicit responses that supplement the specification and in consideration that the responses become part of the contract and performance requirements.
- 25.14. The weighting (importance) of each method statement question must be clearly set out as must the requirements of the 0-5 scoring criteria.
- 25.15. The questions, as a minimum should seek to understand the skills of the delivery team, the timescales for delivery, any quality or health and safety considerations and how the contract can be used to support the local economy, protect the environment or deliver other social benefits.

Pricing Requirements

- 25.16. The tender documents must set out how the price should be calculated and evaluated. This could be a lump sum or a schedule of requirements/ bill of quantities. Where a schedule is used and exact quantities are unknown the document must include details of estimated quantities (unless part of the submission is for them to quantify a resource) to ensure that the evaluation is fair and transparent. Where a schedule of pricing is used, officers may weight particular elements if they are more significant to the success and delivery of the project; where this is required officers must liaise with procurement and finance to ensure the pricing model is fair and representative of the contract requirements.

Form of Tender

- 25.17. Along with the method statement and pricing submission, tenderers are required to confirm that they have no conflicts of interest with the authority and that they have not colluded or otherwise engaged in unethical or illegal practices in order to collate their submission.

26. Use of/ Reliance on Subcontractors (Regulations 63 & 71 PCRs)

- 26.1. The authority must allow a tenderer to rely on subcontractors for economic or technical capacity, experience or professional qualifications unless the task that they seek to subcontract is deemed a critical task; specifically where this would dilute accountability or the performance management of essential elements of the contract.

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262. The authority, when setting out its procurement requirements, may stipulate that where subcontracting is relied on that the tenderers sets out the share of the contract to be subcontracted and where they are to be relied upon, may insist that all such subcontractors complete an SSQ or the authority's Due Diligence document (where applicable) to enable the authority to assess their suitability to deliver an Authority contract.

27. Tender Communications (Regulations 22 & 51 PCRs)

27.1. All procurement processes (except for direct awards) must be managed electronically through the authority's e-tendering portal. All notices, tender documentation and awards must be published through the portal and all communications (Q&A) must be published openly unless deemed commercially sensitive.

Evaluation Process & Clarifications – (Regulation 56 PCRs)

28. Due Diligence

28.1. These checks should be completed before the price and quality evaluation process as they assess the financial stability of a tenderer. Where a concern is identified this should be referred to finance and legal for consideration and a decision made as to whether they should be disqualified to protect the successful performance of the contract.

29. Standard Selection Questionnaires (Regulations 57 & 58 PCRs)

29.1. Where this is provided in a single stage process this should be assessed before the qualitative or pricing submission. Any concerns identified should be clarified with the tenderer before deciding if they should be disqualified.

29.2. Where this document is used to shortlist in a two or multi-stage process the Part 1 & 2 elements should be assessed first and any concerns identified should be clarified with the tenderer before evaluating part 3 and shortlisting

30. Quality Submissions

30.1. These must be evaluated by at least three, suitably skilled individuals using the predefined criteria and the specification.

30.2. Evaluators must make notes as to the rationale for each individual score and provide question specific feedback to be used in the moderation process and ultimately shared with the unsuccessful tenderer.

30.3. Where the information is unclear or incomplete a clarification process must be carried out.

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31. Pricing Submissions

- 31.1. This must be carried out separately to the quality evaluation, in accordance with the process set out in the tender documentation and must be verified by the relevant member of the finance team to validate its accuracy.
- 31.2. Where the pricing is incomplete or excessively low, a clarification process must be completed with the support of procurement.

32. Post tender Clarifications

- 32.1. Submitted information may be clarified or explained but not amended or supplemented.

Missing information

- 32.2. Where information is missing, this may be confirmed to the tenderer but may not be supplied by them. Where this has an impact on the total price, tenderers must either honour the total price submitted or withdraw.

Price calculation errors

- 32.3. Where an arithmetical error is identified and can be corrected without the need to seek clarity or additional information, this should be done and advised to the tenderer for agreement. Where this has an impact of increasing the total price, tenderers must either honour the initial total price submitted or withdraw their offer.

Abnormally low pricing (Regulation 69 PCRs)

- 32.4. Where a tenderer's price is significantly lower than anticipated by the authority or in comparison with other tenders received; the authority must seek clarity from the tenderer on how they have priced the tender at this level and demonstrate that it is commercially viable and sustainable. Where such assurances are either not provided or not plausible then the authority should disqualify the submission.

Post Tender Negotiations

- 32.5. Post Tender Negotiations shall not be used to degrade the original tender requirements or price unless:
- (a) ALL the received tenders came in over budget
 - (b) Other special circumstances
- 32.6. In these circumstances, all tenderers that have submitted a tender shall be given the opportunity to resubmit against a revised or reduced specification.
- 32.7. All other negotiations shall only be undertaken in accordance with Law and in agreement with Procurement and Legal.

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Moderation

328. Following the individual scoring of the quality method statement responses, the evaluation panel, overseen by procurement, must meet and agree a common score for each question along with an agreed justification for the scores and question specific feedback for the tenderer.

AWARD Process

Where a formal gateway process has been used to commence and decide on the procurement process, a further review should be completed before the decision to award. In all case, the following stages must be completed.

33. Tender Report (Regulation 84 PCRs)

- 33.1. All advertised tenders must, before award, have a completed tender report approved by procurement, legal and finance before any notifications are sent or contracts collated.

34. Notifications (Regulations 55 & 86 PCRs) & Standstill (Regulation 87 PCRs)

- 34.1. All notification or outcome letters must be approved by procurement and signed by the Procurement and Contracting Manager.
- 34.2. All tenderers (successful and unsuccessful) must be notified, in writing, of the outcome of the evaluation process at the same time. Unsuccessful tenderers must be provided with feedback which details the relative advantages of the successful tenderer.
- 34.3. Where the procurement is regulated (and even on below threshold processes where advised by procurement) the authority must issue and apply a standstill period with the award letters not being issued until after this period has expired.

35. Supplier De-briefing

- 35.1. Following the notification of the procurement outcome, unsuccessful tenderers may request feedback in addition to that provided in the letters; this must be agreed and supported by procurement to ensure that only allowed information is shared and that it is done so in a non-discriminatory manner.

36. Letters of Intent

- 36.1. Letters of intent give the contractor the authority to proceed prior to the execution and dating of contract; however, they should only be used where there is a genuine need and genuine benefit to the Authority, such as to:
- (a) facilitating the ordering of goods where there are long lead times;



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- (b) enable design work to commence immediately where not doing so would have an adverse effect on the overall project deadlines and planning requirements;
 - (c) facilitate TUPE requirement.
- 362. All letters that fall under the points above must be agreed with legal and signed by the relevant Director. Where a letter of intent is required for any other reason it must be agreed by the Monitoring Officer.
- 363. Where a letter of intent is issued it must specify its intent and include a maximum liability, which cannot exceed £100,000 unless otherwise agreed by the Monitoring Officer.
- 37. Contract Award**
- 37.1. All tender processes must be concluded by way of a duly signed or executed document.
- 372. Contracts MUST not be awarded until all checks have been completed and evidence of any qualifications and certificates provided.
- 373. The award must be as per the specification issued and the tender received (including any clarifications) and not a conditional or counteroffer.
- 38. Contract Approval**
- 38.1. Contracts must be executed by signature or as a deed as follows
 - Goods & Service
 - (a) Up to £25k – Responsible Officer
 - (b) Up to £100k – Finance
 - (c) Up to £250k – Project Director
 - (d) Up to £500k – Monitoring Officer, Chief Finance Officer, Chief Executive
- 382. All works contract to be executed as a deed to ensure a 12-year latent defect period is applied.
- 383. Copies of all executed contracts must be provided to the Procurement and Contracting Manager for inclusion in the contracts register
- 39. Contract Award notices (Regulation 50 PCRs)**
- 39.1. Award Notices must be published in accordance with the following decisions.
 - (a) Where a new Framework or Contract is let and it is over the EU threshold – in the OJEU and on Contracts Finder.

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- (b) Where the procurement is via a mini competition from a framework and is over £25k – on Contracts Finder.
- (c) Where the Procurement value is over £25,000 but under the EU threshold – on Contracts Finder.

Contract Register & Transparency Code

- 392 All contracts over £5,000 must be published on the Authority's contract register, this to include a scanned copy of the completed contract and any waiver/ decision or process approval documentation.

40. Document retention

- 40.1. All documents issued and received via the e-tendering portal will be stored indefinitely on the portal.
- 402 Any other information not held on the portal will be in accordance with the Authority's retention policy.

Contract Management

The Authority is committed to ensuring that in addition to procuring its contracts compliantly, effectively, economically and in consideration of the community it serves; that they will be appropriately performance managed to ensure the intention and benefits promised are delivered and within the contracted value.

41. Contract Performance Management

- 41.1. The Contract owner must ensure that performance management meetings are held at appropriate intervals and that these meetings and any decisions made are properly documented and formally recorded such that they can be relied on.

42. Supplier Payment

Generally

- 42.1. As a responsible authority, payments against contracts should be managed efficiently and without detriment to the suppliers and at most, within 30 days on receipt of the invoice in accordance with government guidance

Construction contracts

- 422 Payments on construction contracts must comply with the form of contract used and where practical, should comply with the Construction Supply Chain Partner as far as reasonable possible to do so

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Late Payments

423. Where payments are late, suppliers are entitled to claim statutory late payment interest unless otherwise documented in the contract.

43. Contract Review

431. Where a formal gateway process has been used in the initial decision making and subsequent award decision, a further review should be carried out to consider contract performance against the initial advertised requirements and budget and to monitor ongoing compliance with these rules and legislation.

44. Performance Failures

- 44.1. Where a Performance failure is identified the following must be applied:
- (a) Legal are consulted as to permissible measures under the contract.
 - (b) Management meetings are held more frequently with the interval being based on the severity of the failure.
 - (c) A remedial plan is agreed and signed.
 - (d) Revised, intermediate performance targets are set out and monitored to ensure improvement and performance failure resolution within the agreed timescales.
442. Where the above measures do not deliver the required improvements within the required timescales, legal should be consulted to escalate the remedial requirements or initiate the termination of the contract.

45. Contract Termination for Performance

- 45.1. Where performance failure under the contract cannot be remedied or where there has been a case of insolvency or other organisation failure, the officer should seek advice from legal and agreement by the Monitoring officer to terminate the contract.

46. Contract Variations/Extensions (Regulation 72 PCRs)

- 46.1. A Contract should only be extended or varied in accordance with any options specifically included in the original procurement documentation.
462. Where no such provision exists; a contract can only be extended or varied with the agreement of the Director and/or Monitoring Officer (depending on value) and documented through the approval of a waiver, as follows:
- (a) The additional requirement is still in scope of the original specification and does not equate to a new requirement or something that is materially different to that advertised such that it requires a new process.

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- (b) The extension or variation does not present an unacceptable risk to the authority eg had the changes been known, others would have participated in the opportunity or a better price could have been achieved.
- (c) The additional requirement does not take it over the EU threshold when it was procured using a below EU process.
- (d) The additional value does not exceed more than 10% if goods & services or 15% if works of the original, advertised value (This can be approved by the Director subject to available funds).
- (e) The additional value of any extension or variation is not a material change, the need was unforeseeable, there is a proprietary right or there is urgency and the change does not exceed more than 50% of the original, advertised value (Monitoring Officer).

The application of any extension or variation

- (a) must be in the Authority's best interest;
- (b) must demonstrate value for money;
- (c) cannot be until after a new Due Diligence Check has been completed.

463. Once approved, Legal must be engaged to provide the necessary legal documentation to record the variation or extension and then the signed version of this and the waiver must be added to the contract register.

47. Lessons Learned

- 47.1. At the close of the contract, the gateway process must be concluded with a lessons learned exercise and this information should be shared to ensure ongoing process improvements and best practice.

Other Procurement considerations

48. Procurement on behalf of Partner Authorities

- 48.1. Where the authority is required under its own powers or at the request of a partner authority to procure on its behalf, those procurements must comply with legislation, these rules and the other authority's rules.
- 48.2. Where there is a conflict between these rules and the other authority's rules then the following apply:
- (a) Financial, procurement or other approvals to procure or award must be the those of the authority for which the contract is let
 - (b) Contract signatory requirements to be those of the authority signing the contract
 - (c) Procurement Process to be followed will be these in compliance with the relevant legislation

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49. Purchase Cards

- 491. The authority operates a purchase card facility; these are available, with the approval of Finance.
- 492. Purchase cards are to be used for low value or one-off incidental spend where it is not efficient to carry out a competitive process. Purchase cards **MUST NOT** be used to bypass corporate contracts or these rules without the express permission of Procurement and the appropriate Director.
- 493. The principle of disaggregation applies to spend on purchase cards both in relation to the individual and the Authority as a whole.

50. Grants (law)

- 501. Where a grant is issued, it must be awarded in accordance with the authority's process for advertising, selecting, awarding and monitoring grants.
- 502. All grants over £25,000 **MUST** be executed as a Deed.

51. Community Right of Challenge

- 511. Section 81 of the Localism Act 2011 permits relevant bodies (charities, community bodies, town and parish Authority Services and Staff) to submit Expressions of Interest to provide Authority Services. Corporate Services shall maintain and publish a timetable for the submission of interest. Any such expressions shall be forwarded to the Transformation Team.

52. Disposal of Goods & Assets (Authority requirement)

- 521. Where the Authority has goods or assets that are no-longer required these are to be disposed of through a closed-bid auction process. The Authority has an eBay account for this purpose and any department wishing to use it needs to do so through the Procurement team.

53. Procurement Schedules

- 531. Please see schedule 1 for threshold by procurement category.
- 532. Please see Schedule 2 for a summary table of procurement rules by category and value.

Waivers

Where an officer seeks to deviate from the requirements of this document a waiver must be completed and approved in accordance with the following rules:

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54. Exemptions to the requirement to carry-out a quotes process

- 54.1. This must be drafted by the responsible officer and agreed by procurement and legal.

55. Exemptions to the requirement to advertise on Contracts Finder

- 55.1. This must be drafted by the responsible officer and be approved by procurement, legal and Director with budget responsibility.

56. Exemptions to the requirement to carry out an advertised EU process

- 56.1. This must be drafted by the responsible officer and be approved by procurement, the relevant Director and the Monitoring Officer.

57. Requests to vary a contract in value or time

- 57.1. This must be drafted by the responsible officer and be approved by procurement, the relevant Director, the Chief Finance Officer and the Monitoring Officer.

58. Waiver Contract Documents

- 58.1. Once a waiver has been agreed, a formal contract or variation instruction completed and signed/executed. The completed documents must be added to the contract register.

Chapter 17 – Officer Scheme of Delegation and Proper Officers

Chapter 17 - Officer Scheme of Delegation and Proper Officers

Part 1 – Officer Scheme of Delegations

1. Introduction

- 1.1. The Combined Authority has a Scheme of Delegation to Chief Officers and a Schedule of Proper Officers for its functions in accordance with section 101 of the Local Government Act 1972.
- 1.2. A Chief Officer in the context of this Constitution means
 - 1.2.1. Joint Chief Executives of Combined Authority and Business Board, and Head of Paid Service,
 - 1.2.2. Chief Finance Officer, and
 - 1.2.3. the Monitoring Officer,
 - 1.2.4. Director Corporate Services
 - 1.2.5. Director Delivery and Strategy
 - 1.2.6. Director Business and Skills
 - 1.2.7. any other posts defined as Chief Officer in the Employment Procedure rules.
- 1.3. Powers delegated to Chief Officers may be exercised by other Officers within the Combined Authority or constituent councils if the relevant Chief Officer has further delegated that power, provided that this is properly recorded and evidenced.
- 1.4. Any decisions or actions taken by a Chief Officer or other person on behalf of a Chief Officer, must be in accordance with:
 - (a) the provisions of the Openness of Local Government Bodies Regulations 2014;
 - (b) statute or other legal requirements, including the principles of public law, the Human Rights Act 1998, statutory guidance and codes of practice;
 - (c) the Constitution, including the Combined Authority [Chapter 16 - Contract Procedure Rules](#), assurance framework, monitoring and evaluation framework, [Chapter 16 – Contract Procedure Rules](#) and [Chapter 15 - Financial Management Procedure Rules](#), and [Chapter 6 - Transparency Rules, Forward Plan and Key Decisions](#);

Chapter 17 – Officer Scheme of Delegation and Proper Officers

- (d) the revenue and capital budgets of the Combined Authority, subject to any variation which is permitted by the Financial Regulations; and
 - (e) any policy or direction of the Combined Authority or any Committee acting in exercise of powers delegated to that Committee by the Combined Authority.
- 1.5. Officers may exercise delegated powers to take any decision in relation to the functions of the Combined Authority including Mayoral functions except where:
- (a) the matter is reserved to the Combined Authority or the Mayor by law or by the Constitution;
 - (b) the matter is a function which cannot by law be discharged by an Officer;
 - (c) the Combined Authority or a Committee, Sub-Committee or Joint Committee to which the Combined Authority is a party, or in the case of a mayoral function, the Mayor has agreed that the matter should be discharged otherwise than by an Officer;
 - (d) the Head of Paid Service has directed that the Officer concerned should not exercise a delegated function;
 - (e) any other limitation of the exercise of delegated authority is set out in this Constitution or is specifically restricted in any decision of the Combined Authority.
- 1.6. Lead Officers are not obliged to exercise delegated powers if they believe circumstances are such that the powers should more appropriately be exercised by the Authority or one of its Committees.

2. General Delegations to all Chief Officers

- 2.1 Chief Officers will be responsible for the following within their areas of responsibility:
- 2.1.1 the day-to-day management, supervision and control of services provided on behalf of the Authority within the approved budget limits;
 - 2.1.2 day to day management of staff in accordance agreed human resource policies and procedures;

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- 2.1.3 acting on behalf of and in the name of the Combined Authority, where necessary in consultation with the Mayor, relevant **Lead Member** or Chief Executive and/or other appropriate Officers;
- 2.1.4 dealing with press enquiries and issuing press releases;
- 2.1.5 investigative contraventions of legislation applicable to the functions under their control, and also in respect of these functions to exercise the powers and conferred by the Regulation of Investigatory Powers Act 2000, the European Communities Act 1974 (and associated regulations) and the Police and Criminal Evidence Act 1984.

3. Contracts and Accounts

- 3.1 All contracts shall be dealt in accordance with Contract Procedure Rules and Financial Regulations as may be agreed from time to time by the Combined Authority.
- 3.2 Contracts below £5,000: The decision to award the contract and any written terms must be agreed in writing by a Chief Officer unless they have delegated that authority.
- 3.3 Contracts between £5,000 and £50,000: The Chief Officer can award a contract up to £50,000 in value.
- 3.4 Contracts between £50,000 and EU thresholds: A report to authorise the award of the contract must be sent to Legal Services, and the Finance Officer for approval by the Chief Finance Officer or Monitoring Officer.
- 3.5 Contracts within EU thresholds up to £500,000: The Chief Finance Officer or Monitoring Officer can award a contract up to £500,000 in value upon receipt of a contract award report. An award report to authorise the award of the contract must be sent to Legal Services and the Finance Officer for approval by the Chief Finance Officer.
- 3.6 Contracts above £500,000: Requires a Combined Authority Board decision or the Mayor for mayoral functions before award of the contract.
- 3.7 Contract rule exemptions: Granted entirely at the discretion of the Chief Finance Officer or Monitoring Officer.
- 3.8 Assigning and novating contracts: Needs approval of the relevant Chief Officer and the Monitoring Officer. If over £500,000 it will also need a Combined Authority Decision.

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- 3.9 Terminating Contracts: Needs approval of the Chief Finance Officer and the Monitoring Officer. If over £500,000 it will also need a Combined Authority Decision.

4. Delegations to the Chief Executive

- 4.1 To exercise the functions of the Head of Paid Service as set out in Section 4 of the Local Government and Housing Act 1989.
- 4.2 To be responsible for the coordination of the Combined Authority's functions including mayoral functions.
- 4.3 To provide a comprehensive policy advice service and in particular to advise on the Combined Authority's plans and strategies.
- 4.4 To be responsible for the appointment, and grading, and dismissal of staff up to and including Deputy Chief Officer level.
- 4.5 To be responsible for the organisation and proper management of the Combined Authority's staff including proposing changes to the management structure and the number and grades of staff required.
- 4.6 To authorise a Chief Officer to act in his/her absence on any matter within his/her authority.
- 4.7 To discharge any function of the Combined Authority which:
- (a) has not been specifically delegated to another Officer, Committee or reserved to the Mayor or the Combined Authority Board;
 - (b) has been delegated to another Officer where that Officer is absent or otherwise unable to act (excluding the statutory functions of the Monitoring Officer and Chief Finance Officer).
- 4.8 To 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 ([Chapter 6 - Transparency Rules, Forward Plan and Key Decisions](#)).
- 4.9 To provide any response to any Government consultation, subject to consultation with the Mayor of the Combined Authority and the relevant Lead Member.

Chapter 17 – Officer Scheme of Delegation and Proper Officers

- 4.10 To co-ordinate public relations for the Authority, including the approval of press releases on behalf of the Authority having consulted where appropriate the Mayor or relevant Lead Member as necessary.
- 4.11 Nominate, appoint and remove, in consultation with the Mayor (as Chair) and the Vice-Chair of the Combined Authority Board, representatives on the board of companies, trusts and other bodies, of which the Combined Authority is a member, and to agree Constitutional arrangements for such companies, trusts and other bodies and give any necessary consent required within their Constitutions.
- 4.12 To exercise the general power of competence on behalf of the Combined Authority in the absence of any specific delegation acting in the best interests of the Combined Authority, subject to:
 - (a) consultation with the Monitoring Officer and the Chief Finance Officer; and
 - (b) reporting to the next meeting of the Combined Authority Board on the exercise of that power.
- 4.13 To take decisions up to £500k, subject to any decisions being reported to the next Board meeting of the Combined Authority.

5. Delegations to the Chief Finance Officer

- 5.1 The Chief Finance Officer shall be the designated the Proper Officer under section 73 of the Local Government Act 1985.
- 5.2 To effect the proper administration of the Authority's financial affairs, particularly in relation to financial advice, procedures, records and accounting systems, internal audit and financial control.
- 5.3 To take all actions required on borrowing, investment and financing subject to the submission to the Audit and Governance Committee and Combined Authority of an annual report of the Chief Finance Officer on treasury management activities and at six-monthly intervals in accordance with CIPFA's Code of Practice for Treasury Management & Prudential Codes.
- 5.4 To effect all insurance cover required in connection with the business of the Combined Authority and to settle all claims under such insurances arranged for the Combined Authority's benefit.

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- 5.5 To accept grant offers on behalf of the Combined Authority, subject to all the terms and conditions set out by the grant awarding body.
- 5.6 To submit all claims for grant to the UK Government or the European Community (EC).
- 5.7 To set up and operate such bank accounts as are considered appropriate and make all necessary banking arrangements on behalf of the Combined Authority.
- 5.8 To consider reports of Officers on any likely overspending in relation to revenue expenditure, and to approve transfers between expenditure heads up to a maximum of £100,000.
- 5.9 To send out all accounts for income due to the Combined Authority.
- 5.10 To authorise electronic payments.
- 5.11 To collect all money due to the Authority and write-off bad debts in accordance with the Financial Procedure Rules. Legal action should be undertaken in consultation with the Monitoring Officer.
- 5.12 To supervise procedures for the invitation, receipt and acceptance of tenders.
- 5.13 To administer the scheme of Members' allowances.
- 5.14 To discharge the functions of the 'responsible financial officer' under the Accounts and Audit (England) Regulations 2011.
- 5.15 To sign certificates under the Local Government (Contracts) Act 1997.
- 5.16 To be the Officer nominated, or to nominate in writing another Officer, as the person to receive disclosures of suspicious transactions for the purposes of the Proceeds of Crime Act 2002 and any Regulations made under that Act.
- 5.17 To exercise the responsibilities assigned to the Chief Finance Officer in this Constitution, including Financial Regulations and the Contract Procedure Rules.
- 5.18 To incur expenditure, within the revenue budget, in accordance with the approved budget limits and Financial Regulations.

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- 5.19 To incur expenditure on capital schemes, in accordance with the Capital Programme and Financial Regulations, provided that expenditure has been authorised in accordance with the Assurance Framework.
- 5.20 Approve applications to bid for external funding where there are no wider budgetary implications or the bid relates to a matter within the strategic framework.
- 5.21 To arrange internal audit in accordance with the Accounts and Audit Regulations 2015 and relevant professional guidance.
- 5.22 Internal Audit Officers on producing appropriate identification shall have authority to:
 - 5.22.1 enter at all reasonable times on any land, premises or other assets of the Combined Authority;
 - 5.22.2 obtain access to all records, documents, cash, stores, equipment and correspondence relating to any financial or other transaction of the Combined Authority;
 - 5.22.3 require and receive such explanations as are necessary concerning any matters under examination;
 - 5.22.4 require Officers or Members of the Combined Authority to produce cash, stores, or any other Combined Authority property, which is under their control.

6 Delegations to the Monitoring Officer

- 6.1 Under section 5 of the Local Government and Housing Act 1989, the Combined Authority shall appoint a Monitoring Officer.
- 6.2 To provide advice on the scope of powers and authority to take decisions.
- 6.3 If it appears to the Monitoring Officer that any proposal, decision or omission by the Combined Authority has given rise to or is likely to give rise to unlawfulness or maladministration, he/she will prepare a report to the Combined Authority with respect to that proposal, decision or omission.
- 6.4 To monitor and review the operation of the Constitution on an annual basis, and to make changes to the Constitution in the circumstances set out below:
 - (a) a legislative requirement;

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- (b) a minor variation which is of a non-substantive nature to enable them to be kept up to date and in order;
 - (c) required to be made to remove any inconsistency or ambiguity; or
 - (d) required to be made so as to put into effect any decision of the Combined Authority or its committees or any organisational changes.
- 6.5 Any such change made by the Monitoring Officer to this Constitution shall come into force with immediate effect. The Monitoring Officer will report any changes made to the Combined Authority Board as soon as is reasonably possible.

Member Code of Conduct

- 6.6 To deal with matters of conduct and ethical standards in accordance with the requirements of the Localism Act 2011.
- 6.7 To support the Audit and Governance Committee in promoting high standards of conduct.
- 6.8 To receive complaints that any Member has failed to comply with the Code of Conduct for Members.
- 6.9 To determine, after consultation with the Independent Person, whether to reject, informally resolve or investigate any complaint received, and to take such action as is necessary to implement that determination in accordance with the complaints procedure.
- 6.10 To arrange for the appointment of an Investigating Officer to investigate a complaint where the Monitoring Officer (in consultation with an Independent Person) determines that a complaint merits formal investigation.
- 6.11 To prepare and maintain the Authority's Register of Members' Interests and ensure it is available for inspection and published on the Combined Authority's website as required by the Localism Act 2011.
- 6.12 To grant dispensations from section 31(4) of the Localism Act 2011 in consultation with the Independent Person if, having had regard to all relevant circumstances, the Monitoring Officer considers that:
 - (a) without the dispensation the number of persons prohibited by section 31(4) of the Localism Act 2011 from participating in any particular business would be so great a proportion of the body transacting the business as to impede the transaction of the business; or

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- (b) without the dispensation the representation of different political groups on the body transacting any particular business would be so upset as to alter the likely outcome of any vote relating to the business; or
 - (c) granting the dispensation is in the interests of persons living in the Combined Authority's area; or
 - (d) it is otherwise appropriate to grant a dispensation.
- 6.13 To keep a register of gifts and hospitality in accordance with the Protocol on Gifts and Hospitality and to arrange for its publication on the Authority's website.

7 Legal Matters

- 7.1 To institute, conduct, prosecute and defend any legal proceedings on behalf of the Combined Authority, as may be necessary to protect and promote the Combined Authority's interests.
- 7.2 To settle, if appropriate, and in the interests of the Combined Authority, any actual or threatened legal proceedings.
- 7.3 To instruct Counsel and professional advisers, where appropriate.
- 7.4 To supervise the preparation of legal documents.
- 7.5 To execute documents whether by hand or under seal, and to authorise other Officers to execute documents whether by hand or under seal.
- 7.6 To complete all property transactions and contractual arrangements where terms have been agreed by the Combined Authority, a Committee or Chief Officer acting under delegated authority.
- 7.7 To exercise the responsibilities assigned to the Monitoring Officer in this Constitution, including the Contract Procedure Rules.
- 7.8 To deal with and determine exemptions under Section 36 of the Freedom of Information Act 2000.
- 7.9 To accept on behalf of the Combined Authority the service of notices, orders and legal procedures.

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- 7.10 Under Section 223 of the Local Government Act 1972 to authorise Officers who are not admitted solicitors to appear in Magistrates' Court on behalf of the Combined Authority.
- 7.11 To agree the terms for placing an officer at the disposal of another local authority.
- 7.12 To be responsible for determinations in relation to and maintenance of the list of politically restricted posts.

Part 2 - Schedules of Proper Officers

1. Introduction

- 1.1. There are a number of specific references in the 1972 and 1985 Local Government Acts, which call for functions to be undertaken by what is termed the "Proper Officer". The following Schedules list such references and identify the Chief Officers responsible for their discharge:

2. Head of Paid Service

- 2.1. The Head of Paid Service is appointed the Proper Officer for the purpose of any enactment unless this Constitution has designed another Officer as Proper Officer.

3. Chief Finance Officer

- 3.1. The Chief Finance Officer is appointed the Proper Officer in relation to the following:
- 3.2. To take decisions up to £500k, subject to any decisions being reported to the next Board meeting of the Combined Authority.

Local Government Act 1972

Receipt of money due from Officers	Section 115 (2)
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Local Government Act 1985

Proper Administration of the financial affairs of the Combined Authority	Section 73
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Local Government Finance Act 1988

To report in consultation with the Monitoring Officer if there is or is likely to be unlawful expenditure or an unbalanced budget.	Section 114
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4. Monitoring Officer

- 4.1. The Monitoring Officer is appointed the Proper Officer in relation to the following:

Local Government Act 1972

Declaration and Certificates with regard to securities	Section 146 (1) (a) and (b)
Deposit of Documents	Section 225 (1)
Certifications of photographic copies of documents	Section 229 (5)
Issuing and signing of formal notices	Section 234 (1) and (2)
Determination of those reports which should be available for public inspection prior to a meeting of the Combined Authority, and its Committees and those which are likely to be heard in private and consequently which should not be released to the public.	Section 100B (2)
Provision of documents to the press, additional to Committee reports	Section 100B (7)
Preparing written summaries of proceedings	Section 100C (2)
Making arrangements for list of, and background papers to reports, to be made available for public inspection.	Section 100D (1)
Determination of documents disclosing exempt information which may not be inspected by Members	Section 100F (2)
Signature of Summonses to Combined Authority meetings	Schedule 12 para 4 (2) (b)
Receipt of notices regarding address to which Summons to meetings of the Combined Authority is to be sent.	Schedule 12 para 4 (3)

5. General

- 5.1. All Officers in whose name reports are submitted to the Combined Authority are appointed the Proper Officers in relation to the following:

**Chapter 17 – Officer Scheme of Delegation and Proper Officers**

Local Government Act 1972

Compilation and retention of lists of background papers and copies of the relevant documents and reports; and	Section 100 D (1) (a)
Identifying and determining what are background papers	Section 100 D (5)

Chapter 18 -Officer Employment Procedure Rules

Chapter 18 - Officer Employment Procedure Rules

1. Introduction

- 1.1 These rules set out how officers are appointed and dismissed and the role that Elected Members have in officer appointments and dismissals.

2. Definitions

- 2.1 For the purpose of these rules the definitions of “Chief Officer”, “Deputy Chief Officer”, and “Disciplinary Action” are as set out in Chapter 12 of this Constitution [Employment Committee].

3. Appointment of Head of Paid Service, Monitoring Officer, Section 73 Officer and Chief Officers

- 3.1 Where the Combined Authority proposes to appoint a Head of Paid Service (Chief Executive), Monitoring Officer, an officer with the responsibilities set out in Section 73(1) of the Local Government Act 1985 (Chief Finance Officer) or Chief Officer the Employment Committee will draw up a statement specifying:
- (a) the duties of the Officer concerned; and
 - (b) any qualifications or qualities to be sought in the person to be appointed.

Where it is not proposed that the appointment be made exclusively from among the Combined Authority’s existing officers the Committee will make arrangements for:

- (c) the post to be advertised in such a way as is likely to bring it to the attention of persons who are qualified to apply for it; and
- (d) for a copy of the statement referred to above to be sent to any person on request

Where a post has been advertised in accordance with paragraph (c) above the Committee will:

- (e) interview all qualified applicants for the post, or select a short list of such qualified applicants and interview those included on the short list.

Where no qualified person has applied the Committee will:

- (f) make further arrangements for advertisement in accordance with paragraph (c) above.

Chapter 18 -Officer Employment Procedure Rules

The Combined Authority Board will approve the appointment of the Head of Paid Service (Chief Executive), the Monitoring Officer and the officer with the responsibilities set out in section 73(1) of the Local Government Act 1985 (Chief Finance Officer) (“the statutory officers”) following the recommendation of the Committee.

Appointments of Chief Officers will be made by the Committee.

All decisions on the appointment of Chief Officers, or decisions on recommendations to the Combined Authority Board on the appointment of statutory officers, made by the Committee 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.

- 3.2 Where it is necessary to appoint an interim Head of Paid Service [Chief Executive], Monitoring Officer, or Section 73 Officer [Chief Finance Officer] on an urgent basis that appointment shall be made by the Employment Committee.
- 3.3 When making decisions as to the appointment or dismissal of statutory officers and Chief Officers the Employment Committee shall include the Mayor or Deputy Mayor in their place.
- 3.4 The appointment of officers at or below Deputy Chief Officer level shall be the responsibility of the Chief Executive or of any officer nominated by them in relation to a particular appointment.

4. Avoiding Conflicts of Interests in the Appointment Process

- 4.1 Any person seeking appointment as an Officer of the Combined Authority shall be required to state in writing whether they are the parent, grandparent, partner, child, stepchild, adopted child, grandchild, brother, sister, uncle, aunt, nephew or niece (“relative”) of an existing Member or Officer or the partner of such persons.
- 4.2 No candidate related to a Member or Officer as described above will be appointed as Head of Paid Service or as a Chief Officer without the agreement of the Mayor.
- 4.3 An Officer or Member must not be involved in the appointment or any other decision relating to the discipline, promotion, pay or conditions of an officer, or prospective officer who is a relative, partner, partner of a relative or friend. Friendship connotes a relationship going beyond regular contact with colleagues in the course of employment.

Chapter 18 -Officer Employment Procedure Rules

- 4.4 Any applicant who directly or indirectly seeks the support of any Member for any appointment within the Combined Authority will be disqualified from the recruitment process.
- 4.5 No Member of the Combined Authority shall seek support for any person for appointment with the Combined Authority. This shall not be interpreted to mean that Members and officers are precluded from giving a written reference for a candidate for submission with an application for employment as appropriate.

5. Dismissals and Disciplinary Action

- 5.1 Only the Combined Authority Board may dismiss the Head of Paid Service (Chief Executive), the Section 73 Officer (Chief Finance Officer) or the Monitoring Officer (“the statutory officers”) as a result of disciplinary action following the recommendations of the Statutory Officer Investigatory Panel. A statutory officer may not be dismissed by the Combined Authority unless the relevant procedures set out in these Rules, including Annex 3 to these Rules, have been complied with.
- 5.2 The Statutory Officer Investigatory Panel shall have authority to take disciplinary action falling short of dismissal against the statutory officers and to suspend and keep under review any suspension of those statutory officers.
- 5.3 The Employment Committee will have authority to dismiss Chief Officers. Any Chief Officer so dismissed shall have a right of appeal to the Combined Authority Board in accordance with the Authority’s Appeals Procedures.
- 5.4 The Mayor or the Deputy Mayor in their place shall be a member of the Statutory Officer Investigatory Panel which meets to consider a dismissal or recommendation for dismissal under paragraph 5.1 or 5.3.
- 5.6 Members will not be involved in the dismissal of any officer at or below Deputy Chief Officer level except where such involvement is necessary for the investigation or inquiry into alleged misconduct through the Combined Authority’s disciplinary procedures as adopted from time to time.

6. Avoiding Conflicts of Interest in Dismissals and Disciplinary Action

- 6.1 No member or substitute member who has sat as a member of the Statutory Officer Investigatory Committee or Employment Committee when a recommendation or decision has been made as to the dismissal or disciplining of an officer under Section 5 above shall sit as a member of the Combined

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Authority Board when it considers any such recommendation or an appeal by the officer against any such decision.

7. Employee Code of Conduct

- 7.1 All officers are required to sign an agreement to be bound by the Employee Code of Conduct and all Chief Officers and Deputy Chief Officers are required to complete a register of interests form in accordance with the Code.

8. Officer Appointments to the Mayoral Office

- 8.1 Certain designated posts within the Mayoral office will be subject to the protocol at Annex 1. These posts are:
- (a) Chief of Staff
 - (b) Mayoral Adviser and
 - (c) Senior Policy Adviser.

9. Political Restriction

- 9.1 Certain posts are “politically restricted” for the purposes of Part I of the Local Government and Housing Act 1989. The Protocol on Political Restriction at Annex 2 sets out the rules which apply to such posts.

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Annex 1 Protocol on Appointments within the Mayoral Office

1. General

1.1. There are three posts within the Mayoral Office which are appointed on a different basis to other Combined Authority posts. In particular:

- (a) The contracts of employment for these posts automatically end on the expiry of the Mayor's term of office;
- (b) The individuals are accountable for their performance of their duties to the Mayor;
- (c) The individuals are subject to additional requirements as to their conduct, as set out below, which do not apply to other Combined Authority officers.

2. The Legal Basis of Mayoral Appointments

2.1. Political assistants are an established part of the local government landscape and are provided for in legislation including:

- Section 9 of the Local Government and Housing Act 1989;
- The Local Authorities (Elected Mayor and Mayor's Assistant) (England) Regulations 2002; and
- The West of England Combined Authority Order 2017

2.2. There is no specific statutory authority for the appointment of political assistants in the Combined Authority. These posts within the Mayoral Office are appointed by the Mayor using the general power of competence conferred on him by Article 12 of the Cambridgeshire and Peterborough Combined Authority Order 2017.

2.3. The posts are subject to political restriction on the basis that the duties of the postholders consist in or involve giving advice on a regular basis to the Mayor themselves. The statutory provision at section 2(3) of the Local Government and Housing Act 1989 refers to giving advice to the "authority" and does not refer to advising a Mayor, but in the context of a Mayoral Combined Authority the reference to the "authority" can be taken to include the Mayor.

2.4. These posts are subject to additional restrictions as to the conduct of the postholders over and above those which apply to officers of the Combined Authority whose posts are politically restricted. The purpose of these additional restrictions is to ensure that any potential conflict between the postholders being paid from public funds and having access to public resources and with their participation in party politics is managed.

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2.5. Provided appropriate safeguards are in place the appointment of these officers is a legitimate and lawful use of the general power. These officers perform a valuable role in allowing the Mayor to obtain political advice without compromising the impartiality of other officers.

3. Duties

3.1. These postholders' duties include the following:

- (a) Reviewing papers going to the Mayor, drawing attention to any aspect which they think has particular implications for the Mayoralty;
- (b) Ensuring that sensitive political points are handled properly;
- (c) Giving policy guidance on behalf of the Mayor on any aspect of the Combined Authority's business relating to their job description and give advice to the Mayor accordingly;
- (d) Asking questions of relevant officers, probing, checking facts and research findings;
- (e) Preparing policy papers which can generate long-term policy thinking within the Combined Authority;
- (f) Contributing to policy planning within the Combined Authority, including ideas which extend the existing range of options available to the Mayor with a political viewpoint in mind;
- (g) Helping to brief Members of the Board, MPs and external officials on issues of Mayoral policy; liaising with outside interest groups; representing the Mayor at meetings and elsewhere;
- (h) Speechwriting and related research, including adding a greater degree of political content to material prepared by other Combined Authority officers;
- (i) Representing the views of the Mayor to the media, only where they have been authorised by the Mayor to do so (NB for the sake of clarity this means that these officers may not speak on behalf of the authority or the Mayor to journalists or broadcasters, except in exceptional circumstances);
- (j) Managing other mayoral appointees and Combined Authority staff appointed by the Chief Executive who provide administrative or clerical support to the Mayoral Office but the dismissal of staff, determining grievances raised by them or altering their terms and conditions of employment are the responsibility of the Chief Executive.

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- (k) Attending interview panels for senior Combined Authority staff, as observers, but decisions to appoint rest with the Chief Executive or the Director for that employee. Such attendance to be with the consent of the Chair of the Employment Committee.

4. Additional Requirements as to Conduct

4.1. These postholders are subject to all codes, protocols, guidance and agreements which apply to the conduct of officers of the Combined Authority and the restrictions which apply to politically restricted posts. In addition, they are subject to the following requirements:

- (a) Officers appointed directly by the Mayor should conduct themselves with integrity and honesty. They should not deceive or knowingly mislead the Mayor, the Board, other officers or the public. They should not misuse their official position or information acquired in the course of their official duties to further their private interests or the private interests of others. They should not receive benefits of any kind which others might reasonably see as compromising their personal judgement or integrity. They should not without authority disclose official information which has been communicated in confidence or received in confidence from others.
- (b) All officers appointed directly by the Mayor should not use Combined Authority resources for party political activity. They are employed to serve the objectives of the Authority; it is this which justifies their being paid from public funds and being able to use public resources and explains why their participation in party politics is carefully limited. They should act in a way which upholds the political impartiality of public servants. They should avoid anything which might reasonably lead to the criticism that people paid from public funds are being used for party political purposes.
- (c) In order to provide effective assistance to the Mayor, officers appointed directly by the Mayor should work closely with the senior managers in the Authority and establish relationships of confidence and trust, and should develop effective professional relationships with Members of the Combined Authority Board.
- (d) Any individual terms and conditions agreed as part of the interview process cannot amend or preclude these terms and conditions but additional terms and conditions may be agreed between the Mayor and the prospective employee, subject to consultation and agreement with the Chief Executive.

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- (e) Following receipt of any item or hospitality of a value of £25 or more, all Mayoral appointees should, within 28 days, update the register of gifts and hospitality accordingly. The register will be placed on the CPCA website. The Audit & Governance Committee is responsible for monitoring and reviewing the register through the Annual Governance Statement.
- (f) In advising the Mayor on issues in relation to a particular functional body, Mayoral appointees should be mindful of potential conflicts of interest and the need to register and declare any and all relevant interests.

5. Process for Mayoral appointments

5.1. The following sets out the process which will be applied to the appointment of officers within the Mayoral team:

- (a) Appointments must be made on merit. Recruitment to these posts must be by way of public advertisement and interview.
- (b) The process for selection of suitable candidates must be clear and test that an individual's knowledge, skills, experience and attributes meet the requirements of the role. In order to do this, a job description and person specification will be prepared for each role. An interview process to assess candidates' suitability for the role is required and each candidate must be assessed against the job description and person specification.
- (c) The Mayor should be satisfied that the individual is competent to perform the required role, based on the contents of the job description and on an assessment of candidates' skills and experience.
- (d) All job descriptions will be evaluated to independently assess the salary level for the role.
- (e) Guidance will be given to candidates during the recruitment and appointment process, and to appointees following their appointment, explaining the implications of these political restrictions.
- (f) Offers of employment will be subject to the standard employment checks.
- (g) The Mayor must report the appointments to the Board at the next scheduled meeting (this has historically been done through a Mayoral announcement at the beginning of the meeting)

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- (h) In all other regards, appointees will have the same basic terms and conditions of employment as CPCA staff appointed by the Head of Paid Service.
- (i) In the event that any grievance or disciplinary issue arises in respect of Mayoral appointees this will be considered and, as necessary, investigated through arrangements decided by the Chief Executive, who is responsible for taking any further action as he / she deems necessary.

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Annex 2 Protocol on Political Restriction

The regime relating to the political restriction of officers and staff set out in Part I of the Local Government and Housing Act 1989 and the Local Government Officers (Political Restrictions) Regulations 1990 is applied to Combined Authorities by section 21(1)(jb) of the Act. The Combined Authority is therefore subject to the same rules on political restriction as its constituent councils.

The 1989 Act sets out the posts which are to be politically restricted within a local authority. The effect of political restriction is to prevent the postholder from:

- (1) Being elected or appointed as a member of a local authority [this does not apply to membership of a parish council.]
- (2) Announcing or allowing anyone else to announce their candidature for election as a member of the House of Commons, European Parliament, Scottish Parliament, Welsh Assembly or a local authority (as above)
- (3) Continuing in the employment of the authority once notice of resignation has been given to stand as a candidate for the House of Commons.
- (4) Acting as an election agent or sub-agent for a candidate for election to one of the bodies above.
- (5) Being an officer of a political party or any branch of such a party or a member of any committee or sub-committee of such a party or branch if such duties require participation in the general management of the party or branch acting on behalf of the party or branch in dealings with people other than members of the party or associated political party.
- (6) Canvassing on behalf of a political party or on behalf of a candidate for election to any of the bodies above.
- (7) Speaking to the public at large or to a section of the public with the apparent intention of affecting public support for a political party.
- (8) Publishing any written or artistic work of which the postholder is the author or co-author or any written work or collection of artistic works in which the postholder has acted in an editorial capacity or permitting anyone else to publish such a work or collection if that work appears intended to affect public support for a political party. Specifically excluded from this restriction is the display by a politically restricted post holder of a poster or other document on property occupied as a home or on a vehicle or article used by the post holder.

The restrictions on public speaking and publishing written or artistic works at (7) and (8) do not preclude a politically restricted postholder from engaging in those activities to the extent it is necessary of the proper performance of their official duties.

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Where a post is politically restricted the terms and condition of appointment or employment for the postholder are deemed to incorporate these restrictions.

The 1989 Act sets out those posts which are politically restricted, for the purposes of the Combined Authority these fall into five categories:

- (a) Statutory Officers
[for the Combined Authority these are the Head of Paid Service [the Chief Executive], Monitoring Officer and section 73 Officer]
- (b) Non-statutory Chief Officers
[These are officers for whom the head of the authority's paid service is directly responsible, who report to directly or who are directly accountable to the head of paid service but this does not include officers whose duties are solely secretarial or clerical or in the nature of a support service]
- (c) Deputy Chief Officers
[These are officers who are required to report directly or who are directly accountable to one or more of the Chief Officers but this does not include officers whose duties are solely secretarial or clerical or in the nature of a support service]
- (d) Political assistants appointed under section 9 of the Act
- (e) Other postholders whose posts are included in a list of posts where the duties of the post consist in or involve one or both of giving advice on a regular basis to the authority themselves, to any committee or sub-committee of the authority or to any joint committee on which the authority are represented or speaking on behalf of the authority on a regular basis to journalists or broadcasters

Postholders whose posts are politically restricted on the basis that their duties involve advising the Combined Authority or its committees or sub-committees, or due to their duties involving speaking to journalists or broadcasters may apply to the Head of Paid Service for exemption from political restriction. An exemption may be granted if the Head of Paid Service is satisfied that the duties of the post do not involve those activities.

Applying for an Exemption

For the Head of Paid Service, the Statutory Officers, Directors and those who report directly to Directors or the Head of Paid Service (other than support and administrative roles), there is no ability to apply for exemption from political restriction.

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All other individual postholders can apply for exemption. The procedure is as follows:

- (1) The postholder should submit their request in writing to the Chief Executive, outlining why they believe their post should not be politically restricted.
- (2) The HR Manager or the Monitoring Officer will advise the Chief Executive on why the post is, or should not be, politically restricted.
- (3) The Chief Executive will consider the application and decide whether the post should be exempt. The Chief Executive will take advice from the Monitoring Officer and consider whether the duties of the post fit within section 2 (3) of the Local Government and Housing Act 1989
- (4) If the Chief Executive determines the post should be exempt on the basis that its duties do not fall within the activities described in section 2(3), then the post will be removed from the list of political restricted posts and the postholder will be formally informed of this.
- (5) The Chief Executive will only make his decision based on a review of written documentation from the postholder and the Monitoring Officer.
- (6) The decision of the Chief Executive is final and there is no further right of internal appeal.

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Annex 3 Disciplinary Procedures in Relation to the Head of Paid Service, Monitoring Officer and Section 73 Officer

- 1 The procedures for disciplinary action and dismissal of the Head of Paid Service [Chief Executive], Monitoring Officer and Section 73 Officer [“the statutory officers”] match the requirements of the Local Authorities (Standing Orders) (England) Regulations 2001 [as amended] which apply to the Combined Authority’s constituent councils.
- 2 Only the Combined Authority Board may dismiss the statutory officers following the procedure set out in this Annex and following the recommendation of a Statutory Officer Investigatory Panel constituted as set out below.
- 3 In any case where disciplinary action, as defined in Chapter 12 of the Constitution (Employment Committee) is to be taken against one of the statutory officers the Employment Committee shall establish a Statutory Officer Investigatory Panel to deal with the matter. The Panel shall have the authority to take disciplinary action short of dismissal against a statutory officer and to recommend to the Combined Authority Board that a statutory officer be dismissed.
- 4 The Statutory Officer Disciplinary Panel shall be made up of all the members of the Employment Committee or their substitute members, including the Mayor or Deputy Mayor acting in their place, together with at least two independent persons appointed by the Combined Authority or by other local authorities in England under section 28(7) of the Localism Act 2011 subject to the rules on appointment of independent persons to the Panel set out in Schedule 3 to the Local Authorities (Standing Orders) (England) Regulations 2001 [as amended].
- 5 Before the taking of a vote at the relevant meeting on whether or not to approve such a dismissal, the Combined Authority Board must take into account, in particular
 - (a) any advice, views or recommendations of the Panel;
 - (b) the conclusions of any investigation into the proposed dismissal; and
 - (c) any representations from the relevant officer.
- 6 Any remuneration, allowances or fees paid by the Authority to an independent person appointed to the Panel must not exceed the level of remuneration, allowances or fees payable to that independent person in respect of that person’s role as an independent person under the 2011 Act.
- 7 The Panel must be appointed at least 20 working days before a meeting of the Combined Authority Board to consider whether or not to approve a proposal to dismiss a statutory officer.

Chapter 19 - Member Code of Conduct and Complaints Procedure

Chapter 19 - Member Code of Conduct and Complaints Procedure

1. Principles of Public Life

- 1.1. The Code of Conduct is intended to promote high standards of behaviour amongst the Members and Co-opted Members of the Combined Authority, including Members of the Business Board.
- 1.2. The Code is underpinned by the following principles of public life, which should be borne in mind, when interpreting the meaning of the Code:

- i. **Selflessness**

Holders of public office should act solely in terms of the public interest.

- ii. **Integrity**

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

- iii. **Objectivity**

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

- iv. **Accountability**

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

- v. **Openness**

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

- vi. **Honesty**

Holders of public office should be truthful.

- vii. **Leadership**

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

Chapter 19 - Member Code of Conduct and Complaints Procedure

Part 1 – Member Code of Conduct and Protocols

- 1.1 The Member Code of Conduct forms Annex 1 to this Chapter.
- 1.2 The Protocol on Gifts and Hospitality forms Annex 2 to this Chapter.
- 1.3 The Protocol on Member Use of Resources and the Code of Recommended Practice on Local Authority Publicity forms Annex 3 to this Chapter.

Part 2 - Complaints Against Members of the Combined Authority

- 1.4 You are a Member or Co-opted Member of the Combined Authority or Business Board, and hence you shall have regard to the following principles – selflessness, integrity, objectivity, accountability, openness, honesty and leadership.
- 1.5 Accordingly, when acting in your capacity as a Member or Co-opted Member -
 - (a) You must act in a manner consistent with the Board's diversity statement and treat your fellow Board Members, members of staff and others you come into contact with when working in their role with respect and courtesy at all times.
 - (b) You must act solely in the public interest and should never improperly confer an advantage or disadvantage on any person or act to gain financial or other material benefits for yourself, your family, a friend or close associate.
 - (c) You must not place yourself under a financial or other obligation to outside individuals or organisations that might seek to influence you in the performance of your official duties.
 - (d) When carrying out your public duties or Business Board duties you must make all choices, such as making appointments, awarding contracts or recommending individuals for rewards or benefits, on evidence.
 - (e) You are accountable for your decisions and you must co-operate fully with whatever scrutiny is appropriate to your office or position.
 - (f) You must be as open as possible about your decisions and actions and the decisions and actions of your authority or Business Board. In

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addition, you should be prepared to give reasons for those decisions and actions.

- (g) You must declare any private interests, both pecuniary and non-pecuniary, including membership of any Trade Union, political party or local authority that relate to your public or Business Board duties. Furthermore, you must take steps to resolve any conflicts arising in a way that protects the public interest. This includes registering and declaring interests in a manner conforming with the procedures set out in the section 'Registering and declaring pecuniary and non-pecuniary interests' below...
- (h) You must, when using or authorising the use by others of the resources of your authority or Business Board, ensure that such resources are not used improperly for political purposes or personal purposes (including party political purposes) and you must have regard to any applicable Local Authority Code of Publicity made under the Local Government Act 1986.
- (i) You must promote and support high standards of conduct when serving in your public post or Business Board post, in particular as characterised by the above requirements, by leadership and example.

Registering and declaring pecuniary and non-pecuniary interests

You must, within 28 days of taking office as a Member or Co-opted Member, notify your authority's Monitoring Officer² of any disclosable pecuniary interest³, where the pecuniary interest is yours, your spouse's or civil partner's, or is the pecuniary interest of somebody with whom you are living with as a husband or wife, or as if you were civil partners.

In addition, you must, within 28 days of taking office as a Member, Co-opted Member or Business Board member, notify your authority's Monitoring Officer⁴ of any non-pecuniary interest⁵ which your Authority or Business Board has decided should be included in the register or which you consider should be included if you are to fulfil

² In relation to the Business Board you should also notify the Business Board Chief Executive and Accountable Body's S73 Officer

³ For the purposes of this guidance, we are using the definition of a pecuniary interest as set out in the Localism Act 2011 and The Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012.

⁴ As for footnote 1 above

⁵ A Non-Pecuniary interest is any interest which is not listed in the Schedule to The Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012 (No.1464).

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your duty to act in conformity with the Seven Principles of Public Life. These non-pecuniary interests will necessarily include your membership of any Trade Union.

Members should review their individual register of interest before each board meeting and decision-making committee meeting. They must declare any relevant interest(s) at the start of the meeting.

If an interest has not been entered onto the authority's register, then the Member must disclose the interest to any meeting of the authority at which they are present, where they have a disclosable interest in any matter being considered and where the matter is not a 'sensitive interest'.⁶

Following any disclosure of an interest not on the authority's register or the subject of pending notification, you must notify the Monitoring Officer⁷ of the interest within 28 days beginning with the date of disclosure.

Unless dispensation has been granted, you may not participate in any discussion of, vote on, or discharge any function related to any matter in which you have a pecuniary interest. Additionally, you must observe the restrictions your authority or Business Board places on your involvement in matters where you have a pecuniary or non-pecuniary interest as defined by your authority.

You are required to sign a document stating that you have read, understood and agree to abide with the requirements set out in part 1 of the Code of Conduct outlined above.

⁶ A 'sensitive interest' is described in the Localism Act 2011 as a member or co-opted member of an authority having an interest, and the nature of the interest being such that the member or co-opted member, and the authority's monitoring Officer, consider that disclosure of the details of the interest could lead to the member or co-opted member, or a person connected with the member or co-opted member, being subject to violence or intimidation.

⁷ In relation to the Business Board you should also notify the Business Board Chief Executive and Accountable Body's S73 Officer

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Part 3 – Interests

1. Disclosable Pecuniary Interests

1.1. Disclosable pecuniary interests are specified in the table below:

	Subject	Prescribed description
1.	Employment, office, trade, profession or vocation	<p>Any employment, office, business, trade, profession or vocation carried on for profit or gain.</p> <p>For the Business Board, this should include remunerated public sector roles such as councillors.</p>
2.	Sponsorship	<p>Any payment or provision of any other financial benefit (other than from Combined Authority/Business Board) which is paid as a result of carrying out your duties as a Member, or towards your election expenses.</p> <p>This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.</p>
3.	Contracts	<p>Any contract with the Combined Authority/Business Board:</p> <p>(a) for goods, works or services are to be provided or works are to be executed; and</p> <p>(b) which has not been fully discharged</p> <p>This includes a contract between the Combined Authority/Business Board and any organisation in which you, or a person specified in paragraph 1.2 below, has a beneficial interest.</p> <p>For Business Board Members only</p> <p>Your declaration should include any contracts by any organisation named in 1 above.</p> <p>Any contract for goods, works or services entered into by any organisation named at 1. where either party is likely to have a commercial interest in the outcome of business being decided by the Business Board.</p>

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4.	Land	<p>Any beneficial interest in land which is within the area of combined authority.</p> <p>For Business Board Members only Any beneficial interest you or any organisation listed in 1 may have in land or property which is within the Business Board area which is likely to be affected by a decision made by the Business Board.</p>
5.	Licences	Any licence (alone or jointly with others) to occupy land in the Combined Authority's area (or Business Board's area for Business Board Members) for a month or longer.
6.	Corporate Tenancies	<p>Any tenancy where (to your knowledge):</p> <p>(a) the landlord is the Combined Authority or Business Board; and</p> <p>(b) the tenant is a body in which you, or a person listed in paragraph 1.2 below, has a beneficial interest</p>
7.	Securities	<p>Any beneficial interest in securities of an organisation under 1 where:</p> <p>(a) that body (to your knowledge) has a place of business or land in the Combined Authority's area (or Business Board's area for Business Board Members); and</p> <p>(b) either:</p> <p>(i) the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or</p> <p>(ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the person in paragraph 1.2 (below) has a beneficial interest exceeds one hundredth of the total issued share capital of that class.</p>

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1.2. You must declare an interest if:

It is your interest, or

It is an interest of:

- (i) your spouse or civil partner;
- (ii) a person with whom you are living as husband and wife, or
- (iii) a person with whom you are living as if you were civil partners.

and you are aware that that other person has the interest.

2. Other Disclosable Interests

- 2.1. You must declare the interests of any person from whom you have received a gift or hospitality with an estimated value of at least £50.
- 2.2. You should not act or take decisions in order to gain financial or other material benefits for yourself, your family, or your friends. You must declare and resolve any interests and relationships.

3. Registration of Disclosable Pecuniary Interests and Other Interests

- 3.1. Subject to paragraph 0 below (sensitive interests), you must, within 28 days of:
 - (a) this Code being adopted or applied by the Combined Authority/Business Board; or
 - (b) your election or appointment (where that is later) notify the Monitoring Officer⁸ in writing of any disclosable pecuniary interests and other interests you have at that time.
- 3.2. Subject to paragraph 4.2 (sensitive interests) you must, within 28 days of becoming aware of any new disclosable pecuniary or other interest or any change to any such interest, notify the Monitoring Officer⁹ in writing of that new pecuniary interest or change.

⁸ In relation to the Business Board you should also notify the Business Board Chief Executive and Accountable Body's S73 Officer
⁹ As above

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4. Disclosable Pecuniary Interests in matters considered at meetings or by a Single Member

- 4.1. If you attend a meeting and are aware that you have a disclosable pecuniary interest in any matter to be considered at that meeting:
- (a) if the interest is not entered in the register of members' interests you must disclose to the meeting the fact that you have a disclosable pecuniary or other interest in that matter;
 - (b) if you have not already done so, you must notify the Monitoring Officer¹⁰ of the interest before the end of 28 days beginning with the date of the disclosure;
 - (c) whether the interest is registered or not you must not unless you have obtained a dispensation from the Monitoring Officer to participate, or participate further, in any discussion of the matter at the meeting;
 - (d) whether the interest is registered or not you must not, unless you have obtained a dispensation from the Audit and Governance Committee participate in any vote, or further vote, taken on the matter at the meeting.

Sensitive Interests

- 4.2. Where you consider (and the Monitoring Officer agrees) that the nature of a disclosable pecuniary or other interest is such that disclosure of the details of the interest could lead to you, or a person connected with you, being subject to intimidation or violence, it is a "sensitive interest" for the purposes of the Code and the details of the sensitive interest do not need **to be disclosed to a** meeting, although the fact that you have a sensitive interest must be disclosed.

Part 3 – Related Documents

- 1.1 The following documents also provide guidance on the Standards of Conduct expected of Members and can assist in the interpretation of this Code of Conduct. These documents can be found in the Combined Authority's Constitution.
- (a) The Audit and Governance Committee Rules of Procedure set out the arrangements for dealing with an alleged breach of this Code.

¹⁰ As above

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Part 4 - Complaints Against Members of the Combined Authority

1. Introduction

- 1.1 The Combined Authority has adopted a Member Code of Conduct which applies to:
 - (a) all members of the combined authority, and co-opted members;
 - (b) all members of its committees or sub-committees.
- 1.2 The code sets out how members will conduct themselves when carrying out combined authority business. All members must adhere to the code.

2. Making a complaint

- 2.1 A complainant alleging a failure to comply with the Code should submit their complaint in writing to the Legal Counsel and Monitoring Officer for initial assessment
- 2.2 The complaint must set out:
 - 2.2.1 who was involved;
 - 2.2.2 the alleged misconduct;
 - 2.2.3 when and where it occurred; and
 - 2.2.4 how the complainant wants the complaint resolved;
 - 2.2.5 the name and a contact address or email address of the complainant.
- 2.3 The complainant should complete a complaint form available from the Combined Authority's website. Complaints can be made in writing without completing the form, but if information is missing, the complainant might be asked to resubmit the complaint by completing a form.
- 2.4 The Combined Authority does not normally investigate anonymous complaints, unless there is a clear public interest in doing so¹¹.
- 2.5 Any person making a complaint who would like to keep their name and address confidential can indicate this on the complaint form. Where a person has asked

¹¹ The Monitoring Officer has to balance the rights of the member to understand who is making a complaint against them, against the rights of the person making the complaint. The person making the complaint will have to provide reasons why their name ought to remain confidential. If the Monitoring Officer does not consider those reasons justify anonymity, the complainant will be given the opportunity to withdraw the complaint if they do not wish to proceed without anonymity.

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for confidentiality the Monitoring Officer will not disclose their name and address to the member complained about without prior consent.

- 2.6 Even where anonymity is agreed at the outset of the complaint it may not always be possible to bring the matter to hearing without the complainant agreeing to give evidence at the hearing.

3. Stage 1 - Initial Assessment of Complaints Received

- 3.1 The Monitoring Officer will:

- 3.1.1 acknowledge the complaint within five working days of receiving it;
- 3.1.2 notify a member about any complaint against them;
- 3.1.3 undertake an initial assessment of the complaint to determine whether the complaint should be investigated.

- 3.2 Where a complaint may relate to a member in their capacity as a Member of a constituent council, the Monitoring Officer will consult with the Monitoring Officer of the relevant council.

- 3.3 Any complaints about the Police and Crime Commissioner or his/her substitute will be referred to the Police and Crime Panel.

- 3.4 The Monitoring Officer may decide to consult the Independent Person.¹²

- 3.5 The Monitoring Officer will decide the complaint should be dealt with under stage 2 of the procedure – informal resolution. (Stage 2) or whether to proceed to a matter for formal investigation (Stage 3). The Monitoring Officer will have regard to a range of factors including:

- 3.5.1 Whether there is sufficient information upon which to base a decision;
- 3.5.2 How serious the alleged action is;
- 3.5.3 Is the complaint politically motivated, vexatious or tit for tat?
- 3.5.4 Has there been any delay between the action complained of and the complaint?
- 3.5.5 Do the allegations relate to actions occurring whilst the subject member was acting in their official capacity?
- 3.5.6 The opinion of the elected member regarding the complaint.

¹² The Independent Person is appointed by the Combined Authority to provide an impartial and independent opinion regarding the conduct of the member. The Independent Person is not an elected member of a constituent council or the Combined Authority.

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- 3.6 The initial assessment will normally be completed within 28 days of receiving the complaint and the person making the complaint and the member will be informed, in writing, of the outcome.
- 3.7 Unless exceptional circumstances exist, the Monitoring Officer will always inform the member of the receipt and nature of the complaint and invite their comments.
- 3.8 Where the Monitoring Officer requires additional information to come to a decision, they may refer back to the person making the complaint or ask the member against whom the complaint is directed.
- 3.9 If the complaint identifies criminal conduct or breach of other regulation by any person, the Monitoring Officer is authorised to refer the complaint to the Police and other regulatory agencies.

4. Stage 2 - Informal Resolution

- 4.1 In appropriate cases, the Monitoring Officer may seek to resolve the complaint informally, without the need for a formal investigation. Informal resolution may include:
 - 4.1.1 An **explanation** by the member of the circumstances surrounding the complaint;
 - 4.1.2 An **apology** from the member;
 - 4.1.3 An agreement from the member to attend relevant **training** or take part in a **mentoring** process;
 - 4.1.4 An offer of **mediation or conciliation** between the member and the complainant; or
 - 4.1.5 **Any other action** capable of resolving the complaint.

5. Stage 3 - Formal Investigation

- 5.1 If the Monitoring Officer and Independent Person decide that a complaint merits formal investigation, they will appoint an Investigating Officer. This could be another officer of the authority, or of another authority or an external investigator. The decision regarding the appointment will depend upon a variety of factors including staff capacity and nature of the complaint.
- 5.2 The investigating officer will decide to whom they need to speak. It is likely that they will begin the investigation by speaking to the person making the complaint and to gather any documents the investigating officer needs to see. This will also help the investigating officer to decide whom they need to interview.
- 5.3 The investigating officer would normally
 - (a) write to the member complained of;

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- (b) provide them with a copy of the complaint;
 - (c) ask the member to provide their explanation of events;
 - (d) identify what documents they need to see; and
 - (e) make a list of interviewees.
- 5.4 In exceptional cases, where disclosure of the details of the complaint to the member might prejudice the investigation, the investigating officer may delay notifying the member until the investigation has progressed sufficiently.
- 5.5 At the end of the investigation, the investigating officer will produce a draft report and will send copies of that draft report, in confidence, to the person making the complaint and to the member concerned, giving both an opportunity to identify any matter in that draft report which they disagree with or which they consider requires more investigation.
- 5.6 Having received and taken account of any comments which may be made on the draft report, the investigating officer will send the final report to the Monitoring Officer. The Combined Authority aims to conclude the investigation stage within three months of a complaint being received.
- 5.7 The Monitoring Officer will, in consultation with the independent person, review the investigating officer's report.
- 5.8 If the investigating officer concludes that there is evidence of a failure to comply with the Code of Conduct, the Monitoring Officer in consultation with the Independent Person will either:
 - (a) seek a local resolution; or
 - (b) send the matter for local hearing before the Hearings Panel.

6. Local Resolution

- 6.1 The Monitoring Officer may consider that the matter can be resolved without the need for a hearing. Such resolution may include the member accepting that their conduct was unacceptable and offering an apology, and/or other remedial action agreed. If the member complies with the suggested resolution, the Monitoring Officer will report the matter to the authority's Audit and Governance Committee for information but will take no further action.

7. Local Hearing

- 7.1 The Monitoring Officer will report the Investigating Officer's report to the Hearings Panel of the Audit and Governance Committee, which will conduct a local hearing

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to decide whether the member has failed to comply with the Code of Conduct and, if so, whether to take any action in respect of the member.

- 7.2 The Hearings Panel is a Sub-Committee of the Combined Authority's Audit and Governance Committee and will consist of three members of the Committee.
- 7.3 The Monitoring Officer will conduct a "pre-hearing process", asking the member to give their response to the Investigating Officer's report. This will identify what is likely to be agreed and what is likely to be in contention at the hearing. The Chairperson of the Hearings Panel may decide, in consultation with the Monitoring Officer to give instructions about the way in which the hearing will be conducted.
- 7.4 At the hearing, the Investigating Officer will present their report, call such witnesses as they consider necessary, and make representations to substantiate their conclusion that the member has failed to comply with the Code of Conduct. For this purpose, the Investigating Officer may ask the complainant to attend and give evidence to the Hearings Panel.
- 7.5 The member will then have an opportunity to give their evidence, to call witnesses and to make representations to the Hearings Panel as to why they consider that they did not fail to comply with the Code of Conduct.
- 7.6 The Hearings Panel, with the benefit of any advice from the Independent Person, may conclude that the member did not fail to comply with the Code of Conduct, and so dismiss the complaint.
- 7.7 Alternatively, if the Hearings Panel finds that the member did fail to comply with the Code of Conduct, the Chairperson will inform the member of this finding and the Hearings Panel will then consider what action, if any, the Hearings Panel should take as a result of the member's failure to comply with the Code of Conduct. In doing this, the Hearings Panel will give the member an opportunity to make representations to the Panel and will consult the Independent Person.

8. Actions Hearings Panel can take for failure to comply with the Code

- 8.1 The Combined Authority has delegated to the Hearings Panel such of its powers to take action in respect of individual members as may be necessary to promote and maintain high standards of conduct. Accordingly, the Hearings Panel may:
 - (a) publish its findings in respect of the member's conduct;
 - (b) report its findings to Combined Authority for information;

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- (c) recommend to the Constituent Council or to the Combined Authority that they be removed from any or all Committees or Sub-Committees of the Combined Authority;
 - (d) recommend to the Mayor that the member be removed from particular lead member responsibilities;
 - (e) recommend to the Combined Authority to remove the member from any or all outside appointments to which they have been appointed or nominated by the authority;
 - (f) recommend to Combined Authority that it restricts the member from contacting specified Combined Authority's officers.
- 8.2 The Hearings Panel has no power to suspend or disqualify the member or to withdraw members' allowances.
- 8.3 At the end of the hearing, the Chairperson will state the decision of the Hearings Panel as to whether the member failed to comply with the Code of Conduct and set out any actions which the Hearings Panel resolves to take.
- 8.4 The Monitoring Officer will prepare a formal decision notice in consultation with the Chairperson of the Hearings Panel and send a copy to the person making the complaint, to the member, and make the decision notice available for public inspection. If appropriate the Monitoring Officer will report the outcome of the hearing to the next Combined Authority meeting.

9. Independent Person

- 9.1 The Independent Person is invited to attend all meetings of the Hearings Panel and their views are sought before the Hearings Panel takes any decision on whether the member's conduct constitutes a failure to comply with the Code of Conduct and determines any action to be taken following a finding of failure to comply with the Code of Conduct.
- 9.2 The Independent Person is a person appointed by a positive vote from a majority of all the members of Combined Authority. A person cannot be "independent" if they –
- (a) are, or have been within the past five years, a member, co-opted member or officer of the combined authority, constituent council or any parish council within the Combined Authority area;



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- (b) are a relative or close friend, of a person within paragraph (a) above. For this purpose, “relative” means –
- (i) spouse or civil partner;
 - (ii) living with the other person as husband and wife or as if they were civil partners;
 - (iii) grandparent of the other person;
 - (iv) a lineal descendent of a grandparent of the other person;
 - (v) a parent, sibling or child of a person within paragraphs i or ii;
 - (vi) a spouse or civil partner of a person within paragraphs iii, iv or v or vii. Living with a person within paragraphs iii, iv or v as husband and wife;
 - (vii) or as if they were civil partners.

10. Revision of these arrangements

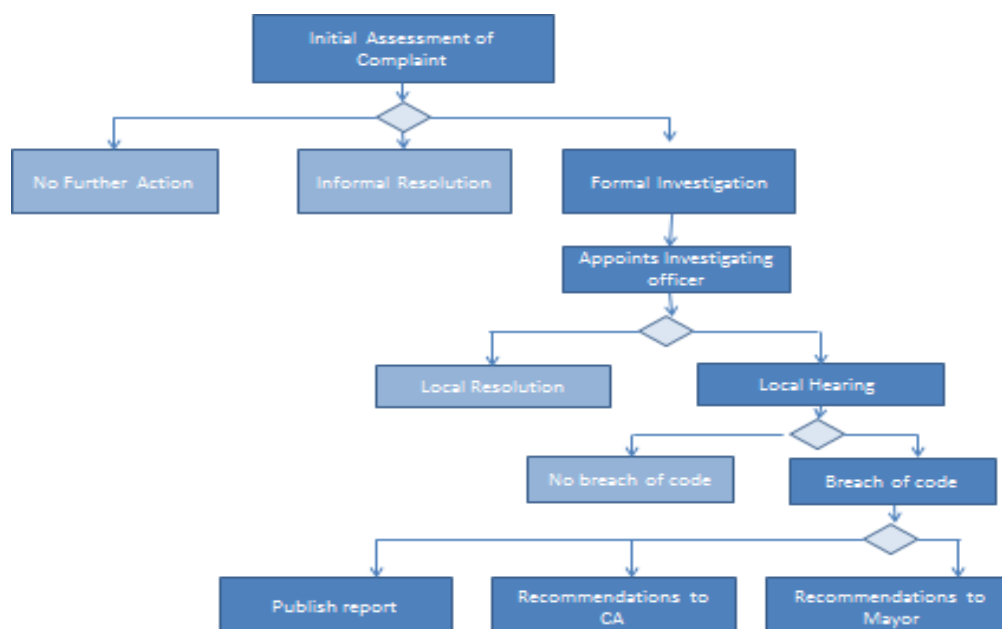
- 10.1 The Combined Authority may, by resolution, agree to amend these arrangements, and has delegated to the Chairperson of the Hearings Panel the right to depart from these arrangements where they consider it is expedient to do so to secure the effective and fair consideration of any matter.

11. Appeals

- 11.1 There is no right of appeal for a complainant or for the member against a decision of the Monitoring Officer or of the Hearings Panel.
- 11.2 If a complainant feels that the authority has failed to deal with their complaint properly, they may make a complaint to the Local Government Ombudsman.



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Annex 1 Code of Conduct

Purpose

The purpose of this Code of Conduct is to assist members in modelling the behaviour that is expected of them, to provide a personal check and balance, and to set out the type of conduct against which appropriate action may be taken. It is also to protect yourself, the public, fellow members, Authority officers and the reputation of local government. It sets out the conduct expected of all members and a minimum set of obligations relating to conduct. The overarching aim is to create and maintain public confidence in the role of member and local government.

Application of the Code

The Code of Conduct applies to you when you are acting in your capacity as a member, co-opted member, member of the Business Board or representative of your Authority, although you are expected to uphold high standards of conduct and show leadership at all times. The Code applies to all forms of member communication and interaction, including written, verbal, non-verbal, electronic and via social media. Model conduct and expectations is for guidance only, whereas the specific obligations set out instances where action will be taken.

The seven principles of public life

Everyone in public office at all levels – ministers, civil servants, members, Authority officers – all who serve the public or deliver public services should uphold the seven principles of public life. This Code has been developed in line with these seven principles of public life, which are set out in appendix A.

Model member conduct

In accordance with the public trust placed in me, on all occasions I will:

- act with integrity and honesty
- act lawfully
- treat all persons with civility; and
- lead by example and act in a way that secures public confidence in the office of member

In undertaking my role, I will:

- impartially exercise my responsibilities in the interests of the local community
- not improperly seek to confer an advantage, or disadvantage, on any person
- avoid conflicts of interest

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- exercise reasonable care and diligence; and
- ensure that public resources are used prudently and in the public interest

Specific obligations of general conduct

This section sets out the minimum requirements of member conduct. Guidance is included to help explain the reasons for the obligations and how they should be followed. These obligations must be observed in all situations where you act as a member, including representing your Authority on official business and when using social media

As a member I commit to:

Civility

1. Treating other members and members of the public with civility.

2. Treating Authority employees, employees and representatives of partner organisations and those volunteering for the councils with civility and respecting the role that they play.

Civility means politeness and courtesy in behaviour, speech, and in the written word. Debate and having different views are all part of a healthy democracy. As a member you can express, challenge, criticise and disagree with views, ideas, opinions and policies in a civil manner. You should not subject individuals, groups of people or organisations to unreasonable or excessive personal attack.

In your contact with the public you should treat them courteously. Rude and offensive behaviour lowers the public's expectations and confidence in its elected representatives.

In return you have a right to expect courtesy from the public. If members of the public are being abusive, threatening or intimidatory you are entitled to close down any conversation in person or online, refer them to the Authority, any social media provider or if necessary, the police. This also applies to members, where action could then be taken under the Member Code of Conduct.

Bullying and harassment

3. Not bullying or harassing any person.

Bullying may be characterised as offensive, intimidating, malicious or insulting behaviour, an abuse or misuse of power through means that undermine, humiliate, denigrate or injure the recipient. The bullying might be a regular pattern of behaviour or a one-off incident, happen face-to-face, on social media, in emails or phone calls, happen in the workplace or at work social events and not always be obvious or noticed by others.

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The Equality Act 2010 defines harassment as *‘unwanted conduct related to a relevant protected characteristic, which has the purpose or effect of violating an individual’s dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that individual’*. The relevant protected characteristics are age, disability, gender reassignment, race, religion or belief, sex, and sexual orientation.

Impartiality of officers of the Authority

4. Not compromising, or attempting to compromise, the impartiality of anyone who works for, or on behalf of, the Authority.

Officers work for the Authority as a whole and must be politically neutral (unless they are political assistants). They should not be coerced or persuaded to act in a way that would undermine their neutrality. Although you can question officers in order to understand, for example, their reasons for proposing to act in a particular way, or the content of a report that they have written, you must not try and force them to act differently, change their advice, or alter the content of that report, if doing so would prejudice their professional integrity.

Confidentiality and access to information

5. Not disclosing information given to me in confidence or disclosing information acquired by me which I believe is of a confidential nature, unless I have received the consent of a person authorised to give it or I am required by law to do so.

6. Not preventing anyone getting information that they are entitled to by law.

Local authorities must work openly and transparently, and their proceedings and printed materials are open to the public except in certain circumstances. You should work on this basis but there will be times when it is required by law that discussions, documents and other information relating to or held by the Authority are treated in a confidential manner. Examples include personal data relating to individuals or information relating to ongoing negotiations.

Disrepute

7. Not bringing my role or Authority into disrepute.

Behaviour that is considered dishonest and/or deceitful can bring your Authority into disrepute. As a member you have been entrusted to make decisions on behalf of your community and your actions and behaviour are subject to greater scrutiny than that of ordinary members of the public. You should be aware that your actions might have an adverse impact on other members and/or your Authority.

Your position

8. Not using, or attempting to use, my position improperly to the advantage or disadvantage of myself or anyone else.

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Your position as a member of the Authority provides you with certain opportunities, responsibilities and privileges. However, you should not take advantage of these opportunities to further private interests.

Use of Authority resources and facilities

9. Not misusing Authority resources.

You may be provided with resources and facilities by the Authority to assist you in carrying out your duties as a member. Examples include office support, stationery and equipment such as phones, and computers and transport. These are given to you to help you carry out your role as a member more effectively and not to benefit you personally. You should familiarise yourself with the Authority's Protocol on Member Use of Resources and the Code of Recommended Practice on Publicity.

Interests

10. Registering and declaring my interests.

You need to register your interests so that the public, Authority employees and fellow members know which of your interests might give rise to a conflict of interest. The register is a document that can be consulted when (or before) an issue arises, and so allows others to know what interests you have, and whether they might give rise to a possible conflict of interest. The register also protects you. You are responsible for deciding whether or not you should declare an interest in a meeting, but it can be helpful for you to know early on if others think that a potential conflict might arise.

It is also important that the public know about any interest that might have to be declared by you or other members, so that decision making is seen by the public as open and honest. This helps to ensure that public confidence in the integrity of local governance is maintained. Discuss the registering and declaration of interests with your Monitoring Officer and more detail is set out in appendix B.

Gifts and hospitality

11. Not accepting significant gifts or hospitality from persons seeking to acquire, develop or do business with the Authority or from persons who may apply to the Authority for any permission, licence or other significant advantage.

12. Registering with the monitoring officer any gift or hospitality with an estimated value of at least £25 within 28 days of its receipt.

You should exercise caution in accepting any gifts or hospitality which are (or which you reasonably believe to be) offered to you because you are a member. However, you do not need to register gifts and hospitality which are not related to your role as a member, such as Christmas gifts from your friends and family, or gifts which you do not accept. However, you may wish to notify your monitoring officer of any significant

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gifts you are offered but refuse which you think may have been offered to influence you. You should familiarise yourself with the Authority's Protocol on Gifts and Hospitality.

Breaches of the Code of Conduct

Most members conduct themselves appropriately and in accordance with these standards. Members have both individual and collective responsibility to maintain these standards, support expected behaviour and challenge behaviour which falls below expectations.

Section 27 of the Localism Act 2011 requires relevant authorities to promote and maintain high standards of conduct by members and co-opted members of the authority. Each local authority must publish a code of conduct, and it must cover the registration of pecuniary interests, the role of an 'independent person', and sanctions to be imposed on any members who breach the Code.

The 2011 Act also requires local authorities to have mechanisms in place to investigate allegations that a member has not complied with the Code of Conduct, and arrangements under which decisions on allegation may be made.

Failure to comply with the requirements to register or declare disclosable pecuniary interests is a criminal offence. Taking part in a meeting or voting, when prevented from doing so by a conflict caused by disclosable pecuniary interests, is also a criminal offence.

Political parties may have its own internal standards and resolution procedures in addition to the Member Code of Conduct that members should be aware of.

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Code Appendix A

The principles are :

Selflessness

Holders of public office should act solely in terms of the public interest.

Integrity

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

Objectivity

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias. Accountability Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

Accountability

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this

Openness

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing. Honesty Holders of public office should be truthful.

Honesty

Holders of public office should be truthful.

Leadership

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

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Code Appendix B

Registering interests

1. Within 28 days of this Code of Conduct being adopted by the Authority or your election or appointment to office (where that is later) you must register with the Monitoring Officer the interests which fall within the categories set out in Table 1 (Disclosable Pecuniary Interests) and Table 2 (Other Registerable Interests).
2. You must ensure that your register of interests is kept up-to-date and within 28 days of becoming aware of any new interest in Table 1 or 2, or of any change to a registered interest, notify the Monitoring Officer.

Declaring interests

3. Where a matter arises at a meeting which directly relates to an interest in Table 1, you must declare the interest, not participate in any discussion or vote on the matter and must not remain in the room unless granted a dispensation. If it is a 'sensitive interest', you do not have to declare the nature of the interest.
4. Where a matter arises at a meeting which directly relates to an interest in Table 2, you must declare the interest. You may speak on the matter only if members of the public are also allowed to speak at the meeting but otherwise must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation. If it is a 'sensitive interest', you do not have to declare the nature of the interest.
5. Where a matter arises at a meeting which directly relates to your financial interest or well-being (and is not a Disclosable Pecuniary Interest) or a financial interest or well-being of a relative or close associate, you must declare the interest. You may speak on the matter only if members of the public are also allowed to speak at the meeting but otherwise must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation. If it is a 'sensitive interest', you do not have to declare the nature of the interest.
6. Where a matter arises at a meeting which affects –
 - (a) your own financial interest or well-being;
 - (b) a financial interest or well-being of a friend, relative, close associate; or
 - (c) a body covered by table 1 below
 you must disclose the interest.
7. Where the matter affects the financial interest or well-being to a greater extent than it affects the financial interests of the majority of inhabitants of the ward affected by the decision and a reasonable member of the public knowing all

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the facts would believe that it would affect your view of the wider public interest you must declare the interest. You may speak on the matter only if members of the public are also allowed to speak at the meeting but otherwise must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation. If it is a 'sensitive interest', you do not have to declare the nature of the interest.

Table 1: Disclosable Pecuniary Interests

Subject	Description
Employment, office, trade, profession or vocation	Any employment, office, trade, profession or vocation carried on for profit or gain.
Sponsorship	<p>Any payment or provision of any other financial benefit (other than from the Authority) made to the member during the previous 12-month period for expenses incurred by him/her in carrying out his/her duties as a member, or towards his/her election expenses</p> <p>This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.</p>
Contracts	<p>Any contract made between the member or his/her spouse or civil partner or the person with whom the member is living as if they were spouses/civil partners (or a firm in which such person is a partner, or an incorporated body of which such person is a director* or a body that such person has a beneficial interest in the securities of*) and the Authority —</p> <p>(a) under which goods or services are to be provided or works are to be executed; and</p> <p>(b) which has not been fully discharged</p>
Land and Property	<p>Any beneficial interest in land which is within the area of the Authority.</p> <p>'Land' excludes an easement, servitude, interest or right in or over land which does not give the member or his/her spouse or civil partner or the person with whom the member is living as if they were spouses/civil partners (alone or jointly with another) a right to occupy or to receive income.</p>

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Licences	Any licence (alone or jointly with others) to occupy land in the area of the Authority for a month or longer
Corporate Tenancies	Any tenancy where (to the member's knowledge)— (a) the landlord is the Authority; and (b) the tenant is a body that the member, or his/her spouse or civil partner or the person with whom the member is living as if they were spouses/civil partners is a partner of or a director* of or has a beneficial interest in the securities* of.
Securities	Any beneficial interest in securities* of a body where— (a) that body (to the member's knowledge) has a place of business or land in the area of the Authority; and (b) either— (i) the total nominal value of the securities* exceeds £25,000 or one hundredth of the total issued share capital of that body; or (ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the member, or his/ her spouse or civil partner or the person with whom the member is living as if they were spouses/civil partners has a beneficial interest exceeds one hundredth of the total issued share capital of that class.

*'director' includes a member of the committee of management of an industrial and provident society.

*'securities' means shares, debentures, debenture stock, loan stock, bonds, units of a collective investment scheme within the meaning of the Financial Services and Markets Act 2000 and other securities of any description, other than money deposited with a building society.

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Table 2: Other Registerable Interests

Any Body of which you are a member or in a position of general control or management and to which you are appointed or nominated by the Authority;

- Anybody -
- (a) exercising functions of a public nature;
 - (b) directed to charitable purposes; or
 - (c) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union) of which you are a member or in a position of general control or management.

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Annex 2 Protocol on Gifts and Hospitality

1 Introduction

- 1.1 This protocol applies to the Mayor, Combined Authority Board Members, Business Board Members and Members of the Combined Authority's Committees and Boards when they act in that capacity. It also applies to co-opted members of the Combined Authority's Committees who are not elected members of the Combined Authority's constituent councils. It should be read in conjunction with the Member Code of Conduct. For the purpose of dealing with any complaints about the conduct of Members this Protocol is deemed to form part of the Member Code of Conduct. The Code of Conduct for the officers of the Combined Authority also imposes obligations on officers in relation to the declaration of gifts and hospitality.

2 Gifts and Hospitality

- 2.1 Gifts and Hospitality will include any gift, hospitality, offer or favour which is offered to a Member personally, whether or not the gift or hospitality is accepted. The definition includes gifts and hospitality offered to either a Member or to the family and friends of Members which arise from the position of the Member and common examples would be:
- Any offer of a gift of goods or services without payment;
 - Any offer of goods or services at a discount not available to the public;
 - Any offer of food, drink, travel or accommodation;
 - Any invitation to attend a cultural or sporting event without payment or at a discounted rate;
- 2.2 If you accept gifts and hospitality when it is not appropriate to do so it can damage both your own reputation and the reputations of the Combined Authority and any constituent council of which you are a member. In some circumstances, as set out in paragraph 3 below you may commit a criminal offence by accepting gifts or hospitality. As set out in the Member Code of Conduct, you should avoid placing yourself under any obligation to people or organisations that might try to influence you inappropriately in your work for the Combined Authority.
- 2.3 The decision on whether to accept a particular offer of a gift or hospitality is a matter for you. Whether you should accept a gift or hospitality will depend upon all the circumstances in which the offer is made but you should also consider how the acceptance of the gift or hospitality will be perceived by others. If in doubt you should always seek advice from the Combined Authority's Monitoring Officer or the Chair of the Combined Authority's Audit & Governance Committee.

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2.4 The kind of gifts or hospitality it may be appropriate to accept would include:

- Gifts worth less than £25 such as calendars, diaries, pens and flowers;
- Gift and hospitality provided by a public body;
- Simple refreshment provided at a meeting such as tea, coffee and biscuits;
- A simple working meal at which business is discussed;

But whether an individual offer should be accepted will always depend on all the circumstances and you should note the rules set out in paragraph 4 below about registration of gifts and hospitality. You must never solicit any gift or hospitality as a Member.

2.5 The kind of gifts it would not be appropriate to accept would include:

- Any gift in the form of cash or another form of direct payment;
- Any gifts in the form of holidays, including accommodation or travel arrangements;
- Any gift or hospitality intended to influence what you do as a Member or to put you under an obligation to the donor. In particular you should not accept any offer from a person or organisation which is involved in, or which may become involved in the future in
 - Any procurement exercise being run by the Combined Authority;
 - Any application for a grant, loan or other financial assistance from the Combined Authority;
 - Any legal dispute with the Combined Authority;
- Any gift or hospitality that is of significant value or where the value is disproportionate in the circumstances;

2.6 If you suspect that the motive behind an offer of a gift or hospitality is an inducement for you to make a particular decision or a reward for doing so you must decline it. Similarly, if accepting a gift or hospitality would be open to misinterpretation you should decline it.

2.7 This protocol only applies to gifts and hospitality you may receive in your capacity as a Member of the Combined Authority and does not apply to gifts and that are not related to your position as a Member, such as birthday or Christmas gifts from family and friends. If you are also an elected member of one of the Combined Authority's constituent councils you will also be subject to your council's Code of Conduct and rules on gifts and hospitality.

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3 The Criminal Law

- 3.1 Under the Bribery Act 2010 it is a criminal offence to request, agree to receive or accept a financial or other advantage as a reward for the improper performance of any function of a public nature.
- 3.2 If you believe a person or organisation may have been offered a bribe, you should immediately report the matter to the Combined Authority's Monitoring Officer or to the Police.

4 Registration of Gifts and Hospitality

- 4.1 You must register any offer of a gift or hospitality with an estimated value of at least £25 with the Combined Authority's Monitoring Officer within 28 days of its receipt. The registration must include details of the source of the gift or hospitality, a description, its estimated value, whether the gift or hospitality was accepted and what the Member has done with a gift.
- 4.2 If you are offered gifts or hospitality with a total value of at least £100 from the same source over a twelve month period you should register them with the Monitoring Officer regardless of whether any individual offer had an estimated value of at least £25.
- 4.3 If you are not sure of the value of the gift or hospitality it is good practice to register it anyway.
- 4.4 The Register of Gifts and Hospitality will be published on the Combined Authority's website.

5 Breaches of this Protocol

- 5.1 Breaches of this Protocol will be dealt with as breaches of the Member Code of Conduct. The Audit & Governance Committee has oversight of the Member Code of Conduct and responsibility for hearing complaints about Member conduct which have been referred to them by the Combined Authority's Monitoring Officer.
- 5.2 Allegations of any breach of this Protocol should be made in writing to the Combined Authority's Monitoring Officer.

6 Advice and Support

- 6.1 You should seek advice from the Combined Authority's Monitoring Officer or the Chair of the Audit & Governance Committee if you are uncertain how to deal with an offer of a gift or hospitality.

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Annex 3 Protocol on Member use of Resources and the Code of Recommended Practice on Local Authority Publicity

1 Introduction

- 1.1 The Combined Authority provides resources to its elected members and to members of the Business Board in order to assist them in performing their duties. These resources include:

- Office Premises
- Stationery, postage, telephones, copying facilities
- Administrative and Secretarial Support
- Laptops
- Email accounts

- 1.2 The Combined Authority's Member Code of Conduct includes the following on use of the Authority's resources:

As a member I commit to:

9. Not misusing Authority resources.

You may be provided with resources and facilities by the Authority to assist you in carrying out your duties as a member. Examples include office support, stationery and equipment such as phones, and computers and transport. These are given to you to help you carry out your role as a member more effectively and not to benefit you personally. You should familiarise yourself with the Authority's Protocol on Member Use of Resources and the Code of Recommended Practice on Publicity.

Any breach of the requirements of this protocol will be deemed to be a breach of the Member code of Conduct. If any elected member wishes to have advice on the use of the Authority's resources they should contact the Authority's Monitoring Officer.

2 Use of Information and Communications Technology

- 2.1 All use of ICT by elected members is subject to the Authority's ICT policies which govern the use of laptops, the Authority's networks and mobile devices provided by the Authority. These policies also apply to the Authority's officers.

3 The Code of Recommended Practice on Local Authority Publicity

- 3.1 Section 2 of the Local Government Act 1986 states:

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2.— Prohibition of political publicity.

(1) A local authority shall not publish [, or arrange for the publication of,] any material which, in whole or in part, appears to be designed to affect public support for a political party.

(2) In determining whether material falls within the prohibition regard shall be had to the content and style of the material, the time and other circumstances of publication and the likely effect on those to whom it is directed and, in particular, to the following matters—

(a) whether the material refers to a political party or to persons identified with a political party or promotes or opposes a point of view on a question of political controversy which is identifiable as the view of one political party and not of another;

(b) where the material is part of a campaign, the effect which the campaign appears to be designed to achieve.

(3) A local authority shall not give financial or other assistance to a person for the publication of material which the authority are prohibited by this section from publishing themselves.

This prohibition applies to all publicity produced by the Authority but is of particular importance during the period before elections.

- 3.2 This prohibition applies to the Authority and the government has issued the Code of Recommended Practice on Local Authority Publicity under section 4 of the 1986 Act. Section 6 of the 1986 Act defines “publicity” as:

“any communication in whatever form, addressed to the public at large or a section of the public”

And the Code confirms that this will include paid advertising and leaflet campaigns, publication of free newspapers and newssheets and maintenance of websites – including the hosting of material which is created by third parties.

- 3.3 The Code states that local authority publicity should:

- be lawful
- be cost effective
- be objective
- be even-handed

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- be appropriate
- have regard to equality and diversity
- be issued with care during periods of heightened sensitivity

The Code confirms that, except during periods of heightened sensitivity, it is acceptable for local authorities to publicise the work done by individual members of the authority, and to present the views of those individuals on local issues. However, publicity material produced by local authorities relating to a particular member must not seek to affect public support for that individual.

- 3.4 The Code refers to periods of heightened sensitivity before elections and referendums and requires local authorities to pay particular regard to the legislation on publicity during such periods. The Code states:

During the period between the notice of an election and the election itself, local authorities should not publish any publicity on controversial issues or report views or proposals in such a way that identifies them with any individual members or groups of members. Publicity relating to individuals involved directly in the election should not be published by local authorities during this period unless expressly authorised by or under statute. It is permissible for local authorities to publish factual information which identifies the names, wards and parties of candidates at elections.

- 3.5 It is therefore not permitted for members to use the Authority's resources for political purposes such as promoting a particular candidate or political party in an election or a particular outcome in a referendum.

4 Personal Use of the Authority's Resources

- 4.1 Personal use of ICT equipment and resources is covered by the policies referred to at paragraph 2.1 above.
- 4.2 As above at paragraph 1.2, the Member Code of Conduct reminds members that resources and facilities provided to them by the Authority are provided to help them carry out their roles as members more effectively and not to benefit them personally.

Appendix 1 – Lead Member Responsibilities

Appendix 1 - Lead Member Responsibilities

Lead Member Responsibilities	Key Responsibilities	Lead Member
Mayor (Also Lead Member for Policy and Governance)	<p>Leadership of the Combined Authority</p> <p>Engagement with Government Ministers and Departments</p> <p>Overarching responsibility for developing and implementing the strategic direction of the Combined Authority</p> <p>Effective governance of the Combined Authority, including transparency and openness</p> <p>Chair of Combined Authority</p> <p>Nominating lead member responsibilities and chairs of executive committees</p> <p>Public sector reform</p> <p>Ambassador for Cambridgeshire and Peterborough to secure inward investment</p> <p>Future devolution deals including securing new powers and associated budget responsibilities for the Combined Authority</p> <p>Assurance and Monitoring and Evaluation Frameworks</p> <p>The Mayor has executive functions in relation to the Mayoral budget and non-statutory spatial planning</p> <p>Communications Strategy</p>	James Palmer, Mayor



Appendix 1 – Lead Member Responsibilities

Lead Member Responsibilities	Key Responsibilities	Lead Member
Deputy Mayor (statutory) & Lead Member for Economic Growth	<p>The Deputy Mayor carries a statutory responsibility and acts on behalf of the Mayor as designated or in their absence.</p> <p>Lead Member of the Business Board (local enterprise partnership) for the Combined Authority</p> <p>In conjunction with the Business Board, responsible for the development of the Local Industrial Strategy Aligning delivery of the Local Industrial Strategy with the strategic framework of the Combined Authority</p> <p>Relations with the business community, industry and enterprise</p> <p>Combined Authority local and national ambassador for key business sectors:</p> <ul style="list-style-type: none"> • Life Sciences and Healthcare • Advanced Manufacturing • Agritech • ICT, Digital and Creative <p>Place-based growth strategies including Market Towns and Core Cities</p> <p>Enterprise zones</p> <p>Impact of Brexit</p>	Cllr John Holdich
Skills and Chair of the Skills Committee	<p>Skills Strategy: Employer focused skills system</p> <p>Peterborough University</p> <p>Apprenticeships and Pathways to Employment Scheme</p> <p>Adult Education Devolution</p>	Cllr John Holdich



Appendix 1 – Lead Member Responsibilities

Lead Member Responsibilities	Key Responsibilities	Lead Member
	<p>Education Committee and coordination lead with Regional Schools Commissioner</p> <p>Coordination with the Department for Education on the Opportunity Area programme</p> <p>Centre for Skills (in conjunction with the Business Board)</p> <p>The Skills Framework and Action Plan for Adult Education</p> <p>Coordination with DWP and the Work & Health Programme</p> <p>Innovation Fund and the Health and Care Sector Work Academy</p> <p>16+ Area Review outcomes</p> <p>Apprenticeship Grant for Employers of 16 to 24 years</p>	
Spatial Planning and Chair of the Land Commission	<p>Non-statutory spatial plan</p> <p>Developing and managing the delivery of the Non Statutory Spatial Plan</p> <p>Chair of Land Commission - supply of public sector land</p>	Cllr Chris Boden
Transport and Infrastructure and Chair of the Transport and Infrastructure Committee	<p>Development of Local Transport Plan (for approval by Board)</p> <p>Sustainable transport</p> <p>Bus strategy</p> <p>Monitoring and delivery of and budget for major transport and connectivity programmes</p> <p>Development of the Transport Levy for recommendation to the board</p>	James Palmer, Mayor

**Appendix 1 – Lead Member Responsibilities**

Lead Member Responsibilities	Key Responsibilities	Lead Member
	<p>Road network and infrastructure</p> <p>Key transport partnerships including Network Rail and private sector transport providers</p> <p>Lead Member for Local Highways Authorities and the Strategic Highway Authority</p> <p>Climate Change</p>	
Finance	<p>Strategic fiscal planning</p> <p>Investment strategy</p> <p>Budget setting and monitoring</p> <p>Financial planning and treasury management</p> <p>Investment management</p> <p>Facilitating inward investment</p> <p>Audit and financial governance</p> <p>Assurance Framework and Monitoring and Evaluation Framework</p>	Mayor James Palmer
Housing and Chair of the Housing and Communities Committee	<p>Development of the Housing Strategy</p> <p>Overseeing the delivery of major housing schemes – including the Housing Investment Fund</p> <p>Monitoring and reporting to the Combined Authority Board on the affordable housing programmes, including:</p> <ul style="list-style-type: none"> • Delivery of the £100M housing devolution investment fund for the Combined Authority area 	Cllr Chris Boden

**Appendix 1 – Lead Member Responsibilities**

Lead Member Responsibilities	Key Responsibilities	Lead Member
	<ul style="list-style-type: none">• Delivery of the £70M housing devolution investment fund to support Cambridge City <p>Strategic relationships with the HCA, housing providers, developers and builders</p> <p>Culture and Tourism</p> <p>Lead member for the Connecting Cambridgeshire Project</p> <p>Wellbeing and Public Health issues across all Portfolios</p> <p>Social action and the voluntary, community and social enterprise sector</p> <p>Community Lead Member and Responsibility for the consultation strategy</p>	

Appendix 2 – Co-opted Members

Appendix 2 - Co-opted Members

The Co-opted Members appointed to the Board include:

- (a) The Police and Crime Commissioner for Cambridgeshire;
- (b) Cambridgeshire and Peterborough Fire Authority representative;
- (c) Clinical Commissioning Group representative.

Appendix 3 – Cambridgeshire and Peterborough Land Commission

Appendix 3 - Cambridgeshire and Peterborough Land Commission

1. Purpose of the Working Group

- 1.1. The Cambridgeshire and Peterborough Land Commission was established by decision of the Combined Authority Board on 20 December 2017.
- 1.2. To bring forward the supply of land for development to meet Cambridgeshire and Peterborough's growth needs
- 1.3. Develop a comprehensive database of available land across Cambridgeshire and Peterborough, focussing first on public land
- 1.4. Identify barriers to the disposal and development of key strategic sites
- 1.5. Take account of existing analysis and plans across the area
- 1.6. Work with partners and authorities to develop solutions and make recommendations to the CPCA Board to overcome those barriers
- 1.7. Where appropriate make recommendations to the Mayor, Combined Authority, and Government to ensure development opportunities are brought forward in line with the needs and ambitions of Cambridgeshire and Peterborough
- 1.8. The Land Commission will work alongside and complement the ongoing One Public Estate programme – recognising that partners have already developed much work and established networks that will be valuable resources for the work of the Land Commission. For example, a "mapping of the public realm" has already taken place and will be the starting point for the work of the Land Commission. However, the One Public Estate programme in our area has not to date taken on a strategic role in assessing and overcoming what factors are holding back the supply of land for development – and therefore the Land Commission will act as a catalyst for Cambridgeshire and Peterborough to use established networks to take a fresh and strategic approach to land supply.

2. Membership

- 2.1. The membership of the Land Commission Board is:
 - (a) Combined Authority Lead Member for Spatial Planning (Chair)
 - (b) Combined Authority Lead Member for Housing
 - (c) Combined Authority Lead Member for Investment and Finance
 - (d) Cambridgeshire County Council representative

Appendix 3 – Cambridgeshire and Peterborough Land Commission

- (e) Senior Government Representative – DCLG
- (f) NHS/Health Representative
- (g) Homes England Representative
- (h) Private / Industry Sector Expert(s) – Director and Head of National Strategic Development, Savills
- (i) Chair of the One Public Estate Board
- (j) Combined Authority Lead Officer

3. Responsibilities

- 3.1. Land Commission in the first 18 months of its existence is tasked with undertaking three key aims:
- (a) Identify specific barriers that are holding back the supply of private and public land for key strategic development sites in Local Plans, and work with partners to bring forward recommendations to overcome these (this is anticipated to include sites where complex multiple ownership dimensions exist, and land assembly solutions are needed to bring forward development);
 - (b) Develop a register of publicly owned land across the area to ensure the long-term supply of land for future development needs;
 - (c) Identify any common factors that are holding back the supply of land for development across the geography, and work with partners to bring forward recommendations to overcome these.

4. Governance

- 4.1. The Land Commission will not be a decision-making body. Its purpose is to identify solutions and make recommendations to the Combined Authority Board for the implementation of solutions.

5. Duration of Commission

- 5.1. The Commission should report back to the Combined Authority Board 18 months after its establishment in the tasks set out above (July 2019).



Appendix 3 – Cambridgeshire and Peterborough Land Commission

6. Accountability

- 6.1. The Commission reports to the Mayor and the Combined Authority of Peterborough and Cambridgeshire.

Appendix 4 – Public Services Reform and Innovation Commission

Appendix 4 - Public Services Reform and Innovation Commission

1. Terms of Reference

- 1.1. The Cambridgeshire and Peterborough Public Services Reform and Innovation Commission was established by decision of the Combined Authority Board on 26 September 2018.
12. The terms of reference for the Commission are outlined below. It is proposed that the Commission will:
 - (a) Provide objective and independent advice and critical thinking on ways to make the public sector in Cambridgeshire and Peterborough more effective, responsive and financially sustainable for the future, and in particular to consider the scope for bringing services closer to the people and communities they serve in individual places;
 - (b) Consider evidence on the likely future demands on public services, on developments in technology and practice, and on future trends in public revenue to fund services;
 - (c) Consider new ideas, innovation proposals and best practice from elsewhere, both in the UK and globally, that may be of value in improving services in Cambridgeshire and Peterborough;
 - (d) Make recommendations for achievable reforms to the way public services are delivered and funded, paying particular attention to the scope for bringing services closer to the people and communities they serve in individual places;
 - (e) Bring forward suggestions and recommendations about the levers that the Mayor and Combined Authority can influence to support delivery of the Commission's recommendations;
 - (f) Support the Combined Authority in making the case for public sector reform;

Appendix 4 – Public Services Reform and Innovation Commission

- (g) Secure input from local partners, government departments, business, academia and subject experts to support the Combined Authority in making the case for public sector reform;
- (h) Promote and foster a common understanding of the future development of the reform programme in support of the area's wider economic and social ambitions and the long-term drivers for change.

2. Membership

21. The membership of the Commission is:

- (a) Independent Chair
- (b) Four independent directors

Director Delivery and Skills to support the work of the Commission.

3. Governance

31. The Commission will not be a decision-making body. Its purpose is to support, inform and challenge the development of the Cambridgeshire and Peterborough health and social care proposition.

4. Duration of Commission

41. In the first instance, the Commission was invited to focus on supporting the Combined Authority's agreed programme of work on reform in the health and care sector. The Commission is expected to submit a report on that issue during 2020.

5. Allowances

51. Allowance Scheme approved by the Combined Authority Board upon the recommendations of an independent remuneration panel on 26 June 2019 as follows:

- (a) Co-optee allowance of £500 per month for ordinary Commission Members and £850 per month for the Commission Chair, to include travelling expenses to Commission meetings.
- (b) That the allowances be backdated to the commencement date of the Commission.

Appendix 4 – Public Services Reform and Innovation Commission

- (c) That travel and other expenses continue to be paid in accordance with the Scheme approved by the CA Board, subject to (a) above.
- (d) That the indexation factor be set as the Consumer Price Index (CPI).

6. Budget

- 6.1. Up to £450,000 for 2018/19 from within existing approved allocation for Public Sector Reform.

7. Accountability

- 7.1. The Commission reports to the Mayor and the Combined Authority of Peterborough and Cambridgeshire.



Appendix 4 – Public Services Reform and Innovation Commission

Appendix 5 - Business Board

Part 1 – Functions and Membership

1. Governance

12. Local Enterprise Partnerships (LEPs) are private sector led voluntary partnerships between local authorities and businesses set up in 2010 by the Department of Business Innovation and Skills to help determine local economic priorities and lead economic growth and job creation within the local area.
13. The Business Board is a non-statutory body which is the Local Enterprise Partnership for its area. It is independent of the Combined Authority operating as a private-public sector partnership, focusing on the key business sectors to provide strategic leadership and drive growth in the Cambridgeshire and Peterborough and wider Local Enterprise area.

2. Current Geographical area (under review)

- 2.1. The current geographical area is under review. The Department for Business Enterprise and Industry are considering proposals for a coterminous boundary with the Combined Authority.
- 2.2. The geographical area of the Business Board is set out in the table below:

District	Areas	Council
Cambridgeshire		Cambridgeshire County Council
Cambridge		Cambridge City Council
East Cambridgeshire	Ely, Littleport and Soham	East Cambs DC
Fenland	Wisbech, March Whittlesey & Chatteris	Fenland DC
Huntingdonshire	Huntingdon, St Ives, St Neots and Ramsey	Huntingdonshire DC
South Cambridgeshire	Cambourne	South Cambs DC



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Peterborough		Peterborough City Council
North Hertfordshire	Royston	North Hertfordshire DC
South Kesteven (Lincs)	Grantham, Stamford, Bourne and Market Deeping.	South Kesteven DC
Rutland	Oakham	Rutland County Council
West Suffolk	Bury St Edmunds, Haverhill, Newmarket and Mildenhall	West Suffolk Council
Uttlesford (Essex)	Saffron Walden, Great Dunmow, Stansted Mountfitchet and Thaxted	Uttlesford DC
West Norfolk & King's Lynn	King's Lynn, Downham Market and Hunstanton	BC of King's Lynn and West Norfolk
South Holland (Lincs)	Spalding, Crowland, Donington, Holbeach, Long Sutton and Sutton Bridge	South Holland DC

3. Functions

- 3.1.** In Mayoral combined authorities, there is a requirement to have a single local industrial strategy. The strategy provides the basis for investment decisions for the Cambridgeshire and Peterborough Combined Authority as the accountable decision-making authority.¹³ The Business Board has a vital leadership role to play in its development and is the custodian of the strategy. The Mayor will work in partnership with the Business Board to jointly develop and agree the strategy¹⁴, and the Combined Authority will be responsible for its delivery.
- 3.2.** The Business Board will allocate local growth funds to improve economic opportunity in the area and will monitor the delivery of funded projects.

¹³ See Industrial Strategy: Building a Britain fit for the future, DBE&IS 27 November, 2017

¹⁴ See Industrial Strategy: Building a Britain fit for the future, DBE&IS 27 November, 2017

Appendix 4 – Public Services Reform and Innovation Commission

- 3.3. Working in conjunction with the Combined Authority the Business Board will develop initiatives to address the local skills challenges and will play a key role in developing the University of Peterborough as an employer focused provider of higher education.
- 3.4. The Business Board will act as an enabler for delivery of sector deals at local level.
- 3.5. The Business Board will support applications for the Industrial Strategy Challenge Fund programme and will work collaboratively with the Combined Authorities universities, businesses and research organisations to produce programmes which impact productivity.
- 3.6. In accordance with the Single Pot Assurance Framework National Guidance, the Business Board and the Combined Authority Board, as the accountable decision-making body, have agreed a single local assurance framework which was approved by the Ministry of Housing, Communities and Local Government. The Assurance Framework will be reviewed annually. All decisions must comply with the framework.

4. Terms of Reference

- 4.1. The purpose of the Business Board is set out below¹⁵:

Strategy:

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

¹⁵ These four roles are set out in Strengthening Local Enterprise Partnerships, MHC&LG, July 2018

Appendix 4 – Public Services Reform and Innovation Commission

Allocation of funds

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

Co-ordination

- (f) Use its Business convening power, for example to co-ordinate responses to economic shocks; and bringing together partners from the private, public and third sectors.
- (g) Ensure Business Board and Combined Authority policy and decisions receive the input and views of key business leaders and take account of the views of the wider business community.
- (h) Engage with local businesses to understand the needs of different sectors and markets.

Advocacy

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

4.2. In pursuit of this role the Business Board will:

- (a) In collaboration with the Cambridgeshire and Peterborough Combined Authority develop local agreements which clearly set out their respective roles, responsibilities and accountability
- (b) Produce an annual delivery plan and end of year report in accordance with Government guidance
- (c) Develop, agree and review a joint Combined Authority and Business

Appendix 4 – Public Services Reform and Innovation Commission

Board Assurance Framework

- (d) Support the supply of skills to an area as they respond to the Skills Advisory Panels programme
 - (e) capture and communicate business requirements for changes to, and development of, economic policy and commission associated appropriate interventions
 - (f) work collaboratively with all partners, including the Combined Authority and Local Authorities, to address barriers to growth and drive efficiency
 - (g) bring together intelligence and expertise to identify priorities and develop solutions to maximise private sector investment in the local enterprise and combined authority area, and secure sustainable growth
 - (h) work to create an environment for business growth ensuring appropriate mechanisms exist through which, as a co-ordinated voice, the private sector can inform and influence the shape and future direction of local and national government policy.
 - (i) have strategic oversight for the delivery of the Enterprise Zone Programme
- 4.3. To ensure the Business Board is effective in this role it has the authority to:
- (a) engage in dialogue with Government and respond to policy, proposals and opportunities to bid for funding in support of economic growth
 - (b) engage with investors, businesses and advisors to secure growth opportunities
 - (c) develop and consult on regional economic policy, programmes and interventions designed to maximise growth in the region
 - (d) provide leadership in key themes and priorities to promote growth
 - (e) raise the profile, image, reputation and influence of the Business Board and Combined Authority area at a regional, national and international level.

Appendix 4 – Public Services Reform and Innovation Commission

5. Legal Status

- 5.1. The Business Board is an informal partnership. It does not have legal status to enter into contracts and will act through the Cambridgeshire and Peterborough Combined Authority as the Accountable Body.

6. The Business Board's accountable body

- 6.1. Cambridgeshire and Peterborough Combined Authority ('the Combined Authority') is the accountable body for funding allocated to the Business Board. The Combined Authority is responsible to Government for complying with any conditions or requirements attached to any such funding.

7. Role of Members and Accountability

- 7.1. Irrespective of his or her background or geography, it is the duty of a Business Board member to act in the best interests of the Local Enterprise area and in accordance with the policies of the Business Board.
- 7.2. All private sector members of the Business Board act in their individual capacity and not as representatives of their respective organisations.
- 7.3. All Business Board members are expected to discharge their duties in line with the Nolan Principles for Standards of Public Life¹⁶ and the Code of Practice for Board Members of Public Bodies¹⁷. Members must comply with the Business Board Code of Conduct. Political Leaders who are Members of the Combined Authority must also comply with the Business Board Code of Conduct in addition to that of the Combined Authority.
- 7.4. All Business Board and sub-committee or sub-group members will make decisions on merit having taken into account all the relevant information available at the time.

¹⁶ <https://www.gov.uk/government/publications/the-7-principles-of-public-life>

¹⁷ https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/409604/code-of-conduct_tcm6-38901.pdf

Appendix 4 – Public Services Reform and Innovation Commission

8. Membership

- 8.1. The Business Board membership will comprise of up to 14 members; two public sector members and up to 12 business representatives as follows:

Public Sector Representatives

- 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.

Private Sector Representatives

- 8.3. Up to 12 business representatives– one member will be appointed specifically to represent the interests of the Small and Medium Sized Enterprises (SME) sector, one member will represent the education sector and one member will be appointed as an international business representative.
- 8.4. The Business Board membership meets the requirements for two thirds of the Business Board members to be private sector representatives and does not exceed the maximum of 20 members¹⁸.
- 8.5. Whilst all appointments to the Business Board will be on merit, in accordance with Government requirements, the Business Board will aim to improve the gender balance and representation of those with protected characteristics on its board with the following aims:
- (a) that women make up at least one third of Business Board
 - (b) with an expectation for equal representation by 2023, and
 - (c) ensure its Board is representative of the businesses and communities they serve¹⁹.

¹⁸ Strengthening Local Enterprise Partnerships, MHC&LG, July 2018

¹⁹ Strengthening Local Enterprise Partnerships, MHC&LG, July 2018

Appendix 4 – Public Services Reform and Innovation Commission

9. Recruitment, Appointment and Termination of Private Sector Members

9.1. The private sector representatives, the Chair and the Vice Chair of the Business Board shall be appointed following an open, transparent and non-discriminatory recruitment process which assesses each candidate on merit carried out in accordance with the Business Board's diversity statement, Government Guidance and the Nolan Principles. This will include a public advertisement and an interview process conducted by a Business Board's Appointments Panel.

9.2. Formal Appointments Panels will be constituted as follows

Position	Panel
Appointment of a Chair	Mayor of Cambridgeshire and Peterborough Combined Authority or the Combined Authority's Lead Member for Economic Growth plus two private sector Business Board members supported by the Director of Business and Skills or his/her nominee.
Appointment of private sector board Members	Chair or Vice-Chair of the Business Board Mayor of Cambridgeshire and Peterborough Combined Authority or the Combined Authority's Lead Member for Economic Growth supported by the Director of Business and Skills or his/her nominee
Vice-Chair	Mayor of Cambridgeshire and Peterborough Combined Authority or the Combined Authority's Lead Member for Economic Growth plus two private sector Business Board members supported by the Director of Business and Skills or his/her nominee.

Interview panels will be advised by the Director of Business and Skills.

Appendix 4 – Public Services Reform and Innovation Commission

Requirements for Private Sector Representatives

- 9.3. The Private Sector Board members must not:
- (a) be a member, officer of the Combined Authority, or a County Council, Unitary Council, District tier Council within the area served by the Business Board, or otherwise employed under the direction of a local authority;
 - (b) be a non-executive director or officer of an NHS Trust;
 - (c) be subject to a bankruptcy restriction order or interim order;
 - (d) be subject to a sexual risk order or be on the sexual offender's register;
 - (e) be subject to a civil injunction or criminal behaviour order;
 - (f) be disqualified from acting as a director, a charter trustee or charity trustee
 - (g) within five years before the date of submission of application, have been a director or person of significant control of a company subject to a creditor's compulsory liquidation
 - (h) within five years before the date of submission of application, have been convicted of any offence and have had passed on them a sentence of imprisonment, whether suspended or not, for a period of not less than three months without the option of a fine.
 - (i) be an active member of parliament, serve as an officer in any recognised political party or make substantial personal contributions to any recognised political party
- 9.4. Members should be employed by, or have a substantial interest (by virtue of ownership / control) in businesses in the area served by the Business Board
- 9.5. The Appointments Panel shall appoint the **private sector representatives** to the Business Board following an interview process and completion of the induction programme.
- 9.6. Each private sector representative on the Business Board is appointed in their individual capacity, and not as a representative of their employer or any other organisation. No substitute members will be appointed for private sector representatives.
- 9.7. Following a recruitment process, where there are more appointable candidates than vacancies, a reserve list of suitable candidates for the positions of Chair, Vice Chair and private sector representative will be maintained for 12 months.

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Appointment

- 9.8. A formal offer will be made to successful candidates. On appointment Board members are required to sign a declaration affirming their understanding and commitment to the Code of Conduct.
- 9.9. Within the period of 28 days of the appointment being made to the Business Board, the Business Board shall publish a notice on its website which:
- (a) states that it has made an appointment;
 - (b) identifies each Business Board member who has been appointed and any substitute members; and
 - (c) specifies the term of office of those appointed
 - (d) publishes the members' and substitute members' register of interest form.

Term of Appointment

- 9.10. The term of office for **private sector representatives** will normally be a maximum of three years, and subject to a maximum of one consecutive term, unless
- (a) they cease to qualify to be a member of the Business Board;
 - (b) they resign from their membership and communicate this in writing to the Monitoring Officer;
 - (c) the Business Board terminates the membership of any private sector representative which it may do at any time or
 - (d) upon receipt of a vote of no confidence by the Combined Authority Board, the Board must consider whether to terminate the terms of office of the Chair at the next meeting of the Board.
- 9.11. The term of office of **public sector** members and substitute members appointed by the Combined Authority is at their discretion; the Combined Authority Board may terminate their appointment or appoint a representative at any time, to be of effect on receipt of a notice by the Combined Authority's Monitoring Officer.

Appendix 5 – Business Board

- 9.12. The Business Board may appoint co-opted members as necessary to complement the skills and expertise on the Board. Membership may not exceed 20 members.

10. Chair and Vice-Chair of Business Board

- 10.1. The Business Board will appoint a private sector representative as Chair and Vice Chair.
- 10.2. The Chair and Vice Chair shall be appointed following an open, transparent and non-discriminatory recruitment process which assesses each candidate on merit carried out in accordance with the Business Board's diversity statement, Government Guidance and the Nolan Principles. This will include a public advertisement and an interview process conducted by a Business Board's Appointments Panel. The Business Board will consult widely and transparently with the business community before appointing a new Chair and Vice Chair.
- 10.3. The terms of the appointment will be set out in an appointment letter from the Combined Authority to the Chair and Vice Chair. A person ceases to be Chair or Vice Chair if they cease to be a Business Board member.
- 10.4. The terms of office of the Chair and Vice Chair will be for two (2) years with one consecutive term permitted upon unanimous vote of the Board members present and voting.
- 10.5. The Chair and Vice Chair are voting members of the Combined Authority Board.
- 10.6. The Vice-Chair will be the Chair's substitute on the Combined Authority Board.

Resignation of Private Sector Representatives

Resignation of the Chair

- 10.7. Where there is a resignation of the Chair, the Vice Chair will assume all responsibilities of the Chair until the appointment of a permanent Chair, from the reserve list or following an open, transparent and non-discriminatory recruitment process.

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Resignation of the Vice Chair

- 10.8. Where there is a resignation of the Vice Chair, the Chair may appoint any private sector representative into position of Vice Chair, on an interim basis until a permanent appointment is made from the reserve list or following an open, transparent and non-discriminatory recruitment process.

Resignation of Private Sector Representatives

- 10.9. Where there is a resignation of any private sector representative, an appointment will be made from the reserve list or following an open, transparent and non-discriminatory recruitment process.

11. Code of Conduct and Register of Interests

- 11.1. Every Business Board member must sign and comply with the Business Board member code of conduct.

12. Co-opted Members

- 12.1. Where specific skills or abilities are required which are not available among existing members co-optees may be appointed to the Business Board. The appointment will be made by the Chair, in consultation with the Board, for 12 months. Co-opted members will not have voting rights and will not count towards the quorum. In accordance with Government Guidance, the maximum number of co-opted members should not exceed five.

13. Committees

- 13.1. The Business Board may establish committees or sub-committees as it thinks fit to discharge its functions. The Business Board has established the following committee:

- (a) Eastern Agri-Tech Programme Board (a sub board of the Business Board);

- 13.2. The terms of reference and membership are appended at Appendix 1 and their delegation of powers are set out in Part 3.

14. Working Groups

- 14.1. The Business Board may appoint informal non-decision making working groups. Any such subordinate body set up by the Business Board shall include one or more Business Board Members, as nominated by the Board. With the

Appendix 5 – Business Board

consent of the Chair, any such group may also co-opt onto it any independent person with the relevant expertise - judged against pre-determined criteria - on the issues within the remit of these groups.

- 14.2. The remit and terms of reference for any such subordinate body shall be approved by the Business Board.
- 14.3. The Business Board has established the following working group:
 - (a) Local Growth Fund Entrepreneur Assessment Panel.
- 14.4. The terms of reference and membership are appended at Appendix 2.
- 14.5. The Business Board has established the following working groups to oversee Enterprise Zone delivery and management
 - (a) Enterprise Zone Programme Board (Alconbury Weald) and
 - (b) Enterprise Zone Project Boards (Cambridge Compass).
- 14.6. The terms of reference and membership are appended at Appendix 3.

15. Scrutiny Arrangements

- 15.1. The Combined Authority's Overview and Scrutiny Committee may review or scrutinise any Combined Authority decision in its role as accountable body for the Business Board. The Combined Authority's Scrutiny Officer shall ensure that this includes appropriate scrutiny of Business Board decision-making and achievements.
- 15.2. Any Business Board member may be asked to attend, or otherwise contribute to, a meeting of the Combined Authority's Overview and Scrutiny Committee.
- 15.3. The Combined Authority's Audit and Governance Committees will also review the local assurance framework and how the local assurance frameworks are operating in practice.

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16. Complaints and Whistleblowing

- 16.1. Any complaint received about the Business Board will be dealt with under either the Combined Authority and Business Board's Complaints or Confidential Complaints Policy.
- 16.2. Any complaint about an individual Business Board member alleging a breach of the Code of Conduct will be dealt with in accordance with paragraph 16.1 above.
- 16.3. Any whistleblowing concerns raised about the Business Board will be dealt with under the Combined Authority and Business Board's Whistleblowing Policy.
- 16.4. Each of these procedures or policies shall be published on the Combined Authority website and accessible from the Business Board's website.

17. Remuneration

- 17.1. Allowances or expenses shall be payable to Business Board members, in accordance with a scheme approved from time to time by the Combined Authority.

18. Secretariat Arrangements

- 18.1. In accordance with Government requirements to have a secretariat independent of local government to support the Chair and Board, a S73 Chief Finance Officer and Monitoring Officer has been appointed to advise the Board who are independent of the Cambridgeshire and Peterborough Combined Authority.

19. Local Area Agreement

- 19.1. In accordance with Government requirements for mayoral areas there is a requirement for a Local Agreement between the Business Board and the Combined Authority and the Accountable Body setting out the responsibilities of the Chair, Board and Accountable Body. (To be developed).

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20. Amendments to the Constitution

- 20.1. These terms of reference will be reviewed annually. The Business Board will recommend any proposed changes to the Constitution to the Combined Authority.
- 20.2. The Combined Authority's Monitoring Officer is authorised to make any changes to any constitutional or governance documents which are required:
 - (a) as a result of any government guidance, legislative change or decisions of the Business Board, or
 - (b) to enable the documents to be kept up to date, or
 - (c) for the purposes of clarification only.

21. Publication of constitution and other governance documents

- 21.1. This constitution and other governance documents shall be published on the Combined Authority website and accessible from the Business Board website.

Part 2 – Procedure Rules

1. Meetings

- 1.1. The Business Board shall have at least one public meeting a year which will be its Annual General Meeting.
- 1.2. The Business Board will hold annual general meetings open to the public to attend to ensure the communities that they represent can understand and influence the economic plans for the area²⁰.
- 1.3. With the exception of 1.1 above, meetings of the Business Board shall not be open to the public unless determined otherwise by the Chair.
- 1.4. An extraordinary meeting of the Business Board may be called by the:
 - (a) Chair of the Business Board; or
 - (b) any two Members of the Business Board;
 - (c) Chief Executive of the Combined Authority.

²⁰ Strengthening Local Enterprise Partnerships, MHC&LG, July 2018

Appendix 5 – Business Board

2. Agendas and Minutes

- 2.1. Agendas and reports for the Business Board will be available on the Cambridgeshire and Peterborough Combined Authority website at least five clear working days before the meeting to which they relate in accordance with the Transparency rules in chapter 6 of the Combined Authority constitution. Any funding decisions shall be ratified by the Combined Authority as accountable body for the Business Board.
- 2.2. The public will have access to agenda, reports and minutes of public and private meetings except where they are exempt from disclosure under the Freedom of Information Act 2000 (FOIA).

Freedom of Information

- 2.3. Reports will be released with the agenda, except in those cases where the information contained in the reports is exempt from disclosure under the Freedom of Information Act 2000 (FOIA). These papers will be classed as reserved papers.
- 2.4. Likely exemptions that are likely to make information reserved include but are not limited to:
- Commercial sensitivity
 - Information provided in confidence
 - Personal data
 - Legal professional privilege
 - Information intended for publication at a future date

3. Attendance

- 3.1. Business Board members may participate in meetings remotely e.g. through video conferencing or Skype. They must be able to see and hear the meeting proceedings, and be heard, and as far as possible seen, by the other Board members attending the meeting at the venue. Board members who participate in this way may vote and count towards quorum. These arrangements would not apply to the annual meeting of the Business Board or any other Business Board meetings which are held in public.
- 3.2. The membership of private sector Business Board members who fail to attend a third or more of the total number of annual scheduled Business Board meetings, shall be reviewed by the Chair, who may recommend termination of membership to the Business Board.

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4. Quorum

- 4.1. No business is to be transacted at a meeting of the Business Board unless a majority of the total number of Members of the Board are present (either at the venue or remotely) which should include the majority of private sector members and at least one public sector member.
- 4.2. During any meeting if the Chair counts the number of members present and declares there is not a quorum present, then the meeting will adjourn immediately. Remaining business will be considered at a time and date fixed by the Chair. If the Chair does not fix a date, the remaining business will be considered at the next ordinary meeting.

5. Decision Making and Voting

- 5.1. Wherever possible, decisions of the Board will be by consensus, without the need for a vote. Where this is not possible a vote may be taken where the Chair considers it to be necessary to establish whether a consensus exists.
- 5.2. Each private sector Member of the Business Board is to have one vote and no Member (including the Chair) is to have a casting vote. The public sector members of the Board shall be non-voting members.
- 5.3. The vote will be by way of a show of hands and recorded in the minutes.
- 5.4. Any questions that are to be decided by the Business Board are to be decided by a simple majority of the Members present and voting. If a vote is tied on any matter it is deemed not to have been carried.

6. Conflicts of Interest

Register of Interests

- 6.1. It is the responsibility of Board members to ensure an up to date Register of Interests is maintained. Each Business Board member must complete and keep up to date a register of interest form required under the code of conduct. The register of interest form will be published on the Combined Authority's website within 28 days from the date of the appointment and is a condition of appointment. A member must within 28 days of becoming aware of any change in their interests provide written notification of this.
- 6.2. It is the responsibility of Board members to declare any interest on any item of business being conducted at a Business Board or working group meeting. Any declarations of interest made by a Business Board member at a meeting and

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any action taken, (such as leaving the room, or not taking part), will be recorded in the minutes for that meeting. The member should update their register of interest form within 7 days of the meeting if a new interest has been declared.

- 6.3. Any alleged breach of the Business Board member code of conduct will be dealt with under the Combined Authority's Member Complaints Procedure.

Declaration of Interests at a meeting

- 6.4. It is the responsibility of Board members to declare any interest on any item of business being conducted at a Business Board. Where a 'pecuniary interest is declared Members will leave the meeting, where a 'non- pecuniary interest is declared, Members may remain at the meeting but not participate in business in accordance with the Board members' code of conduct.

7. Decisions of the Business Board

- 7.1. The draft minutes of each meeting of the Business Board will be posted on the Combined Authority and Business Board website within 10 clear working days of the meeting taking place. The agreed minutes of each meeting will be published within two clear working days after approval at the subsequent meeting.
- 7.2. All decisions of the Business Board will be ratified at the next meeting of the Combined Authority Board. Where the Combined Authority does not agree with the recommendations, they will refer the matter back to the Business Board with the reasons and ask the Business Board to reconsider.

8. Urgency procedure

- 8.1. In order to ensure that the Business Board is able to progress its business in an efficient manner, comments on urgent matters may be sought by the Chief Executive or other Statutory Officer outside the meeting cycle.

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Process for urgent decision making

- 8.2. Members will receive email notification which identifies:
- (a) Details of the matter requiring comment and/or endorsement and the reason for urgency (including an explanation as to why an emergency meeting is not proposed to conduct the business);
 - (b) The date responses are required by;
 - (c) The name of the person or persons making or putting forward the proposal/decision
- 8.3. Two working days after the close of responses, the following will be circulated to all Business Board Members:
- (a) The outcome of the decision taken by Statutory Officers (including responses received in agreement and responses received in disagreement); and the date when any decision comes into effect; and
 - (b) Any mitigating action taken to address Members' stated views or concerns.

Decisions and actions taken will be retrospectively reported to the next meeting of the Business Board.

9. Forward Plan

- 9.1. The Business Board will set its own work programme and its forward plan will be published in accordance with the Transparency rules in [Chapter 6 Transparency Rules, Forward Plan and Key Decisions](#) of the Combined Authority constitution.

Part 3 – Sub Committees - Delegations

1. Delegations to Committees and Boards

- 1.1. Delegated authority has been granted to the Eastern Agri-Tech Programme Board (a sub board of the Business Board) to make decisions about applications for grant funding on behalf of both the CA/BB and NALEP (New Anglia Local Enterprise Partnership). The terms of reference and membership are appended at Appendix 1.
- 1.2. Delegated authority has been granted to the Greater South East Energy Hub to assume the Rural Community Energy Fund management role.

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Part 4 – Delegations

1. Officer Scheme of Delegation and Proper Officers

- 1.1. In addition to the delegations set out in the Cambridgeshire and Peterborough Combined Authority, the following delegations have been granted to the following by the Business Board:
- 1.2. Delegated authority to the Director of Business & Skills, in consultation with the Chair of Business Board to approve small grants to SMEs up to the maximum limit of £150,000, subject to Section 73 Officer approval and reporting all approvals to the next scheduled meeting of the Business Board.
- 1.3. Delegate the appointment of the Energy Hub Board member (representative of the Business Board) to the Director of Business, Skills & Energy.
- 1.4. Delegated authority to the **Head of Transport**, in consultation with the Chair of the Transport Committee, at key gateway stages to deliver the agreed Wisbech Access Strategy Package works on behalf of the Business Board.

Version Control

Version 1	24 September 2018	Constitution approved by Business Board and CA Board
Version 2	28 May 2019	Constitution approved by Business Board and CA Board (July 2019)
Version 3	2 August 2019	Amended to take account of decision of Business Board and Combined Authority Board and to include terms of reference of Enterprise Zone Programme and Project Boards.
Version 4	3 June 2020	Constitution approved by Business Board (May 2020) and CA Board (June 2020)



Appendix 1

Eastern Agri-Tech Programme Board

Terms of Reference

Background

1. The Eastern Agri-Tech Growth Initiative brings together leading agriculture, research, science and technology assets in the East of England to strengthen a nationally significant, vibrant cluster that brings a truly global reach and impetus to the emerging UK Agri-tech sector. The (grant) funding provides a significant boost to the food, drink and horticulture sector by supporting businesses looking to invest in specialist equipment, new market and supply chain development, ways to improve productivity and efficiency, and the application and commercialisation of Research and Development.
2. The Eastern Agri-Tech Growth Initiative operates across both the Cambridgeshire and Peterborough Combined Authority (CPCA)/Business Board (BB) and New Anglia Local Enterprise Partnership (NALEP) areas and is run by the CPCA. It is promoted both directly to businesses across the food, drink & horticulture sector as well as working through key intermediaries including banks; accountants and sector specific consultants.
3. The Eastern Agri-Tech Growth Initiative has two main funds:
 - (a) An **Agri-Tech Growth Fund** which provides grants of between £10,000 and £150,000 to enhance business and jobs growth, and support product development. The Fund is aimed at supporting improvements in agricultural productivity through the introduction of new products or processes and encourage improvements to existing product/ processes and energy efficiency. The Growth funds supports the creation of new jobs and the protecting existing jobs.
 - (b) An **R&D and Prototyping Fund** which provides financial assistance to attract innovative and novel technologies. Planned research critical to the development of new products or processes within the Agri-Tech sector can be supported with grants of between £10,000 and £60,000 to cover the costs of research and development.
4. The Programme Board has been given the delegated authority to undertake this role, on behalf of the CPCA and NALEP Boards. Both the CPCA/BB and NALEP are represented on the Programme Board and will receive regular updates on

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the operation of the programme. A representative of the Business Board will Chair the Programme Board.

5. The CPCA is responsible for delivering the Agri-Tech scheme across the two geographical areas. A CPCA representative chairs the Programme Board. Agri-Tech Programme Manager CPCA, manages the scheme across the two geographical areas and acts as the Secretariat to the Programme Board. The CPCA is the Accountable Body for the programme.
6. The Programme Board's main task is to consider and take decisions on applications for grant support. The Programme Board should only see and consider an application once an application is deemed eligible and has been assessed by one of the independent team of assessors. Agri-Tech Programme Manager is responsible for ensuring that the assessors deliver quality assessments, undertake the necessary due diligence and in a timely way.
7. The Programme Board will have access to the agenda and supporting documents about each project proposal at least five days before meetings. This includes a report on each application which contains a suggested recommendation to approve or decline the application and, if approved, whether there should be any conditions to be placed on the project and/or applicant. For each meeting, the Programme Manager will record the decisions taken by the Programme Board on each application.
8. All applicants are invited to the meeting where their particular project will be considered. Each applicant will have the opportunity to give a short presentation and take questions from/provide clarification to the Programme Board. The Programme Board will judge each application fairly and on its own merits. The final decision about each application rests with Programme Board, unless the application is deemed ineligible during the assessment process in which case the Programme Manager will notify the applicant. The Programme Manager will notify all applicants of the decisions taken by the Programme Board.
9. The assessors will, if possible, attend the relevant meeting to introduce the projects for which they have assessed.
10. The Programme Board will receive regular updates from the Programme Manager on the progress of the Agri-tech programme, which will include the overall take up of the funding and the numbers of jobs created and protected.

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Membership

11. The membership of the Programme Board shall be appointed by the Business Board. Membership of the Programme Board will include eight members, to include:

- (a) A representative of the CPCA Business Board representatives to be appointed by the Business Board (Chair)
- (b) A Councillor representative and substitute representative from Cambridgeshire County Council to be decided by the County Council
- (c) A Councillor representative and substitute representative from Norfolk County Council to be decided by the County Council
- (d) A representative from Agri-Tech East
- (e) A representative from New Anglia LEP
- (f) Three experts with experience and knowledge of agriculture and the food, drink and horticulture industry, including research, farming and food processing to include
 - i. A representative from Syngenta UK
 - ii. A representative from National Institute for Agricultural Botany
 - iii. A representative from John Innes Centre

Board Members were recruited based on their expertise and knowledge of the sector and in particular from the research and scientific community. Membership of the Programme Board will be kept under review.

12. In attendance will be:

- (a) CPCA Agri-Tech Programme Manager
- (b) Officer from Norfolk County Council
- (c) Officer New Anglia LEP

13. Whilst all appointments to the Board will be on merit, the Board will aim to maintain the gender balance and representation of those with protected characteristics on its board with the following minimum requirements:

- (a) that women make up at least one third of Board
- (b) with an expectation for equal representation by 2023, and
- (c) ensure its Board is representative of the businesses and communities they serve.

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Appointments to the Programme Board

14. The Agri-tech Programme Board Members shall be appointed following an open, transparent and non-discriminatory recruitment process which assesses each candidate on merit carried out in accordance with the Business Board's diversity statement, Government Guidance and the Nolan Principles.
15. Given the specific nature of the sector, a number of activities shall be undertaken to attract the right people with the specialism required in an open and transparent way. This will include
 - (a) a public advertisement
 - (b) writing to all organisations with specialism in Agri-Tech knowledge in the Combined Authority area.
16. A selection panel will be constituted to include:
 - (a) two representatives from the Agri-Tech Programme Board and
 - (b) a Business Board member.
17. The selection panel shall make recommendations to the Business Board which would make the final decision.
18. A quorum shall be four Programme Board members. The Programme Board shall meet at appropriate intervals, ideally monthly, provided a quorum is available and there are enough applications ready for the Programme Board to consider.
19. If a Programme Board member cannot attend a meeting, they can send written comments using the assessment sheets on an application(s) to the Programme Manager who will ensure they form part of the discussion and decision taken.
20. If the Chair is unable to attend a meeting, providing that the meeting is quorate, those Board Members attending the meeting can agree a substitute chair at the beginning of the meeting.
21. When a quorum is unavailable and project decisions cannot be held over until the next available meeting, a "Virtual Meeting" can be called. In these circumstances, the Programme Manager will provide Programme Board Members with access to the project papers and invite and co-ordinate comments. The Programme Manager will provide the Chair, with a summary of the comments received and a recommendation based on these comments. The Programme Manager will then provide Programme Board Members with written confirmation of the Board's decision whether to support or decline the application(s) in question.

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Conflicts of Interest

22. Every Board member must sign and comply with the Business Board member code of conduct.
23. Once an application passes the assessment and is deemed ready for the Programme Board's consideration, the Programme Manager provides the applicant(s) with the names of all Programme Board Members, in writing, and asks each applicant to confirm if any Programme Board Member is conflicted. If so, those Programme Board Members do not have access to the relevant project papers.
24. Similarly, and in the event that the applicants have not recognised that a Board Member(s) is conflicted, a Programme Board Member must declare at each meeting if a conflict of interest arises, especially where an application is received from a competitor business or from a Programme Board Member's own organisation. In either of these circumstances, the Programme Board Member(s) will not be asked for their views about the application in question and must abstain from commenting on that particular application. It must be left to the other Programme Board Members to take the appropriate decision.

Confidentiality

25. All the information provided by the applicants will be treated in confidence and protected accordingly.

Equal Opportunities

26. The Board should comply with the Business Board's diversity statement. The members of the Programme Board shall at all times take into consideration the principles of equal opportunity irrespective of age, gender, race, nationality, ethnic origin, sexual orientation or disability.

Procedure rules

27. The procedure rules for the Business Board should apply to the Programme Board where applicable.

**Appendix 5 – Business Board**

Appendix 2

Local Growth Fund – Entrepreneur Assessment Panel**Terms of Reference****1. Purpose**

- 1.1. The Local Growth Fund – Entrepreneur Assessment Panel (EAP) is a formally formed sub-committee of the Business Board with delegated authority to make recommendations for funding to the Combined Authority board, which makes the final decision as the Managing Authority of the Business Board (which has no legal status or standing).
- 1.2. The Entrepreneur Assessment Panel has responsibility to provide a business focused appraised assessment and a recommendation for funding (or not) to the Combined Authority Board via a presentation made by the applicants. Applicants will be invited to make presentations to the Entrepreneur Assessment Panel, only in the event that their written application has been recommended for funding by an independent evaluator as part of the formal appraisal process.
- 1.3. The Panel aims to ensure the projects have clearly defined rationale, strategic fit, and clearly defined, measurable outputs. A report based on the Panel evaluation will be included in the final recommendation reports presented to the Combined Authority Board, by the Chair of the Business Board for ratification.

2. Roles & Responsibilities

- 2.1. Members of the Entrepreneur Assessment Panel will be nominated and elected by the Business Board. Their responsibilities are to:
 - (a) Attend bid presentation meetings – these will be presentations from projects totalling over £500k
 - (b) Produce feedback based on a pre-agreed evaluation matrix – the matrix will be provided for each project and members will be required to complete the scoring inserting comments against each score.
 - (c) Contribute to a formal report produced by the Business Board for the Combined Authority Board for ratification.

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3. Meeting Arrangements

- 31. Agenda and relevant papers will be produced and circulated five working days before the EAP meet.
- 32. A report will be produced based on the scoring matrix. This report will remain in draft form until agreed by the EAP chair.
- 33. The final report will be included in the Business Board papers for note and circulated to Business Board members on a bi-monthly basis.

4. Frequency of Meetings

- 41. The Entrepreneur Assessment Panel will meet as a minimum bi-monthly, the frequency may increase depending on the number of bids submitted in the current funding cycle.

5. Membership

- 51. The members of the Entrepreneur Assessment Panel are:
 - (a) Mayor (Chair)
 - (b) Up to three other members of the Business Board
 - (c) Up to three further representatives of the business community
 - (d) Combined Authority officer advisor (none scoring rights)

6. Declaration of Interest

- 61. Declaration of Interest will be made in accordance with the Business Board's Conflict of Interest Policy.

7. Confidentiality

- 71. All the information provided by the applicants will be treated in confidence and protected accordingly.

8. Code of Conduct

- 81. Every Entrepreneur Assessment Panel member must sign and comply with the Business Board member code of conduct.

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9. Decisions of the Entrepreneur Assessment Panel

91. Applications will have been independently appraised prior to being invited to present to the Entrepreneur Assessment Panel.
92. Only applications over £500k will be required to present to the Entrepreneur Assessment Panel.
93. Each member of the Entrepreneur Assessment Panel will be required to evaluate and score the bid.

10. Appeals

- 10.1. The decision made by the Entrepreneur Assessment Panel is final. There is no appeals process. If a complaint is raised it is dealt with through the CPCA complaints procedure.



Appendix 3

Enterprise Zone Programme

Terms of Reference

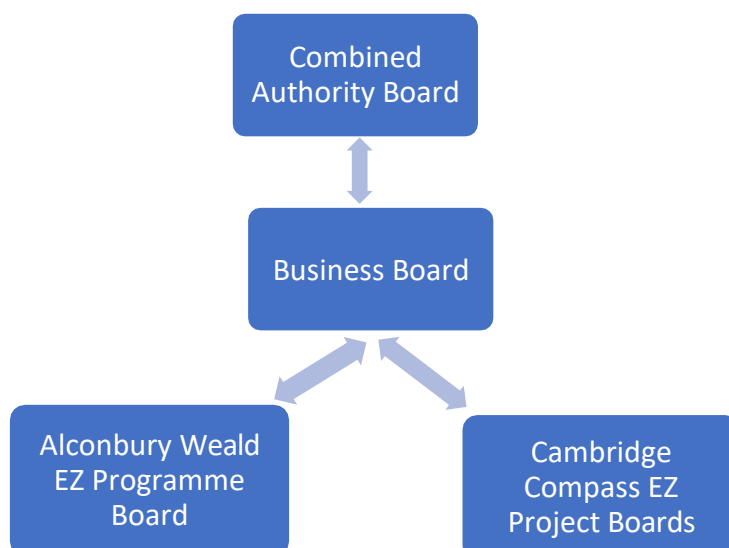
1. Executive Summary

- 1.1. Set out below is the governance arrangements between the Cambridgeshire & Peterborough Combined Authority and key stakeholders in relation to Enterprise Zone programme, for which the Business Board is responsible and the Cambridgeshire & Peterborough Combined Authority Board has overall accountability.

2. Governance Structure

- 2.1. The Business Board retains strategic oversight for the delivery of the Enterprise Zone Programme and will report to the Combined Authority Board as accountable body.
- 2.2. Overseeing Enterprise Zone delivery and management is delegated to Enterprise Zone Programme Board (Alconbury Weald) and Enterprise Zone Project Boards (Cambridge Compass).
- 2.3. The following diagram sets out how the Enterprise Zone Programme Boards align within the CPCA governance structure:

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3. Alconbury Weald Enterprise Zone Programme Board

Purpose

- 3.1. To co-ordinate the delivery of development, regeneration and management of the Enterprise Zone, focusing largely on operational matters and is responsible for co-ordinating proposed project activity from the agreed Enterprise Zone Investment & Delivery Plan for Alconbury Weald Enterprise Zone.
- 3.2. Decisions on the use of the 'Enterprise Zone and Infrastructure Fund' monies as set out at 6.1.3 of the Cambridgeshire and Peterborough Combined Authority (CPCA)/Huntingdon District Council (HDC) Alconbury Weald Enterprise Zone Memorandum of Understanding (MOU) will be decided solely by the CPCA and HDC and can only be approved by joint agreement.

Constitution and Membership

- 3.3. The Board will be made up of an elected member of both HDC and CPCA and an appropriate senior officer of each. The Chair should be elected by Board member and alternate on a 3-year cycle between the parties. The group may include, by invitation, representatives from local Government (BEIS), Cambridgeshire County Council the developer/land owner. Membership of the

Appendix 5 – Business Board

Alconbury Weald Enterprise Zone Programme Board will be published on the Business Board website.

Accountability

- 3.4. The Alconbury Weald Enterprise Zone Programme Board is responsible for reporting to both the Business Board and CPCA Board as accountable body.

Terms of Reference

- 3.5. The Alconbury Weald Enterprise Zone Programme Board will:
- (a) Develop and maintain the Alconbury Weald Enterprise Zone Investment & Delivery Plan on behalf of the Business Board;
 - (b) Update financial reports to set-out Enterprise Zone-related business rate retention, income streams and cost commitments;
 - (c) Provide quarterly output figures to inform monitoring obligations back to Government;
 - (d) Agree on managing the identity and communication of activity taking place on the Enterprise Zone in supporting the overarching programme branding;
 - (e) Maximise the benefits of the Enterprise Zone and to identify potential sources of funding to support site delivery and occupancy; and
 - (f) Prepare site updates and briefing documents for the Business Board; and
 - (g) Escalate and report on any high-level risks and conflicts to the Business Board that cannot be resolved at the Enterprise Zone Programme Board level.

Meetings

- 3.6. The Alconbury Weald Enterprise Zone Programme Board will meet on a quarterly cycle or at such other intervals as the Board may agree. The Chair of the Alconbury Weald Enterprise Zone Programme Board may decide to cancel meetings or call additional meetings as required.

Appendix 5 – Business Board

4. Cambridge Compass Enterprise Zone Project Board

Purpose

- 4.1. Project Boards are individual officer-level working groups representing each site and responsible for overseeing delivering the Enterprise Zone and to co-ordinate the delivery of developments, regeneration and management of the Enterprise Zone. The Boards will focus largely on operational matters and report to the Business Board.

Constitution and Membership

- 4.2. The Cambridge Compass Enterprise Zone Project Boards will comprise of CPCA and Local Authority officers and, in an advisory capacity, representatives from the developer or landowner/agent. The group may include, by invitation, representatives from local Government (BEIS), Cambridgeshire County Council the developer/land owner. Membership of each Cambridge Compass Enterprise Zone Project Boards will be published on the Business Board website.

Terms of Reference

- 4.3. The Cambridge Compass Enterprise Zone Project Boards will:
- (a) Develop and maintain Enterprise Zone Investment & Delivery Plan on behalf of the Business Board;
 - (b) Update financial reports to set-out Enterprise Zone -related business rate retention, income streams and cost commitments;
 - (c) Provide quarterly output figures to inform monitoring obligations back to Government;
 - (d) Agree on managing the identity and communication of activity taking place on the Enterprise Zone in supporting the overarching programme branding;
 - (e) Maximise the benefits of the Enterprise Zone and to identify potential sources of funding to support site delivery and occupancy;
 - (f) Prepare site updates and briefing documents for the Business Board; and

Appendix 5 – Business Board

- (g) Escalate and report on any high-level risks and conflicts to the Business Board that cannot be resolved at the Enterprise Zone Project Board level.

Meetings

- 4.4. The Cambridge Compass Enterprise Zone Project Boards will meet at least on a quarterly basis ahead of the Business Board to allow enough time for the submission of reports and Board papers.

Appendix 6 – The Statutory Framework

Appendix 6 - The Statutory Framework

1. Introduction

- 1.1. This appendix provides a summary of the statutory framework for the Cambridge and Peterborough Combined Authority.

2. Local Democracy, Economic Development and Construction Act 2009 (“the 2009 Act”)

- 2.1. The [2009 Act](#) empowers the Secretary of State, by order, to establish as a body corporate a Combined Authority for an area.

3. The Cities and Local Government Devolution Act 2016 (“the 2016 Act”)

- 3.1. The [2016 Act](#) introduced powers to provide for the election of Mayors for Combined Authority areas. The Mayor may arrange for a Deputy Mayor or any other Member or Officer of the Combined Authority to exercise a function of the Mayor. It allows a Mayoral Combined Authority to set a precept for funding Mayoral functions. It also enables combined authorities to exercise functions other than economic development, regeneration and transport and to set a levy.

4. The Cambridgeshire and Peterborough Combined Authority Order 2017 (“the 2017 Order”)

- 4.1. The [2017 Order](#) established the Mayoral Combined Authority on 2 March 2017. (See Appendix 1)
- 4.2. The [2016 Act](#) introduced powers for the Secretary of State, by Order, to make provision for a function of a public authority that is exercisable in relation to a Combined Authority’s area to be a function of the Combined Authority; and for any function of a Mayoral Combined Authority to be a function exercisable only by the Mayor subject to specified conditions or limitations ([107D](#)).

4.3. Highways Functions

- 4.4. The [2017 Order](#) delegated the following functions to the Combined Authority and are exercisable concurrently with Cambridgeshire County Council and Peterborough City Council (known as upper tier authorities):
- 4.4.1. Powers to enter into agreements with the Minister or strategic highways companies relating to the exercise of functions with respect to trunk roads etc.) under section 6 of the Highways Act 1980;

Appendix 6 – The Statutory Framework

4.4.2. Certain other functions of the upper tier authorities as local highway authorities under the Highways Act 1980 as set out in the 2017 Order.

4.5. Local Transport Functions transferred to the Combined Authority

4.5.1. The following functions are exercisable by the Combined Authority instead of by Cambridgeshire County Council and Peterborough City Council;

- (a) Local Passenger Transport Services under Part 4 and 5 (financial Provisions) of the Transport Act 1985
- (b) Local transport under Part 2 of the Transport Act 2000.

4.5.2. These powers and duties are set out in **Annex 1** which can be summarised as:

- (a) Duty to produce a Local Transport Plan;
- (b) Production of a Bus Strategy;
- (c) Rights to franchise local bus services within its area, subject to the completion of the process set out in the Bus Services Act 2017;
- (d) Powers to enter into quality bus partnerships and enhanced partnerships;
- (e) Responsibility for the provision of bus information and the production of a bus information strategy;
- (f) Role of Travel Concession Authority;
- (g) Financial powers to enable the funding of community transport;
- (h) Powers to support bus services.

4.5.3. Transport powers were transferred to the Combined Authority, while highway authority powers under the Highway Act 1980 remain with Cambridgeshire County Council and Peterborough City Council.

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4.6. Power of General Competence

- 4.6.1. The [2017 Order](#) conferred on the Combined Authority and the Mayor, the General Power of Competence under Section 1 of the Localism Act 2011.

4.7. Economic Development and Regeneration Functions

- 4.7.1. Concurrently with the Constituent Councils, the Combined Authority has:
- (a) the power under section 144 of the Local Government Act 1972 (the power to encourage visitors and provide conference and other facilities);
 - (b) the duties and powers under the Education Act 1996 related to the provision of education and training for persons over compulsory school age.

4.8. Incidental powers

- 4.8.1. The following incidental provisions are to have the effect as if the Combined Authority were a local authority for the purposes of these provisions:
- (a) Section 113 of the Local Government Act 1972(b) (power to place staff at the disposal of other local authorities);
 - (b) Section 142(2) of the Local Government Act 1972 (the power to arrange for publication of information etc. relating to the functions of the authority);
 - (c) Section 222 of the Local Government Act 1972 (the power to instigate and defend legal proceedings);
 - (d) the power to exercise related to research and collection of information under section 88 of the Local Government Act 1985.

4.9. Elected Mayor

- 4.9.1. The Order created the position of Mayor for the Combined Authority area. It provides for the first election for the return of a Mayor for the area to take place on 4th May 2017, and for subsequent elections to take place on the

Appendix 6 – The Statutory Framework

ordinary day of election in 2020 and in every fourth year after that, on the same day as the ordinary day of election.

- 4.9.2. The 2016 Act also introduced powers for the Secretary of State, by Order, for any function of a Mayoral Combined Authority to be a function exercisable only by the Mayor subject to specified conditions or limitations.
- 4.9.3. The 2017 Order makes provision for the Mayor to exercise the power to pay grants to Cambridgeshire County Council and Peterborough City Council towards expenditure incurred in relation to the exercise of its highways functions under S31 Local Government Act 2003.
- 4.9.4. The Mayor also has the General Power of Competence.
- 4.9.5. The Mayoral functions can be funded by precept under s 40 of the Local Government Finance Act 1992 (by way of budgetary approval) if they are not funded from other sources.
- 4.9.6. It makes provision to pay an allowance to the Mayor and for an independent remuneration panel to be established by one or more of the constituent councils under regulation 20 of the Local Authorities (Members' Allowances) (England) Regulations 2003. The allowance paid must not exceed the amount specified in the recommendation made by the independent remuneration panel.
- 4.9.7. The order also states that the Mayor (or Deputy Mayor in his absence) must vote with the majority of Combined Authority Members if the vote is to be valid.
- 4.9.8. It also provides for rules for voting on specified matters, for example to reject the Mayor's budget or strategies or voting requirements for the transport plan.

5. Local Government Legislation

- 5.1. The Combined Authority has such other powers and duties as are conferred on a Combined Authority by any legislation.

Such powers include:

Power	Legislation
The duty to appoint a head of paid service, a Monitoring Officer and an Officer with responsibility for the	Section 4 of the Local Government and Housing Act 1989



Appendix 6 – The Statutory Framework

administration of Combined Authority's financial affairs. These Officers will be appointed in accordance with the Combined Authority's Employment Rules set out in the Constitution.	Section 5 of the Local Government & Housing Act 1989, as amended by schedule 5, paragraph 24 of the Local Government Act 2000. Section 73 of the Local Government Act 1985
The power to borrow money for a purpose relevant to its transport functions only;	S111 & S146A Local Government Act 1972
The power to appoint staff and to enter into agreements with other local authorities for the secondment of staff. Staff will be appointed in accordance with the Employment Rules set out in the Constitution	S112 & S113 Local Government Act 1972
The power to acquire land by agreement or compulsorily for the purpose of any of its functions and to dispose of such land;	S120 (except 1b) , S 123, S128-S131 Local Government Act 1972
The power to accept of gifts of property for the purpose of discharging functions,	S139 (except 1b and 2) Local Government Act 1972
The power to pay subscriptions to the funds of local authority associations;	S143 Local Government Act 1972
The power to transfer securities on alternation of area	S146 Local Government Act 1972
The duty (without prejudice to any other obligation) to exercise its functions with due regard to the need to prevent crime and disorder, the misuse of drugs and alcohol or re-offending in its area;	S17(1) Crime and Disorder Act 1998

5.2. Under the Localism Act 2011 the Combined Authority must promote and maintain high standards of conduct and adopt a code of conduct for its Members.

5.3. The Combined Authority is:

5.3.1. a local authority for the purpose of Section 101 of the Local Government Act 1972 (arrangements for the discharge of functions by local authorities), with the exception of general functions of the Mayor (Joint Committees);

5.3.2. a best value authority for the purpose of Section 1 of the Local Government Act 1999;

Appendix 6 – The Statutory Framework

- 5.3.3. a public body for the purpose of the Freedom of Information Act 2000. (Schedule 1 Part 2 S19B) and shall be registered as both “data controller” and “data processor” as defined by the Data Protection Act 1998;
- 5.3.4. a local authority for the purposes of the Local Authorities (Goods and Services) Act 1970 (power to supply goods and materials and to provide administrative and technical services to other public bodies).
- 5.4. Under the Openness of Local Government Bodies Regulations 2014, the public may report and commentate on public meetings of the Combined Authority.
- 5.5. The Local Government Ombudsman has power to investigate complaints of maladministration against combined authorities under the Local Government Act 1974.
- 5.6. The Local Government Act 1986 provisions regarding the prohibition of political publicity (any material which, in whole or part, appears designed to affect public support for a political party) apply to combined authorities.
- 6. The Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees Order 2017)**
 - 6.1. Schedule 5A of the 2009 Act (introduced by the 2016 Act) requires the Combined Authority to establish one or more Overview and Scrutiny Committees.
 - 6.2. The Committee must have power to:
 - (a) review or scrutinise decisions made or other action taken in connection with the discharge of any functions which are the responsibility of the Combined Authority, or with the discharge of any general functions by the Mayor;
 - (b) make reports or recommendations to the Combined Authority or the Mayor with respect to the discharge of their functions; and
 - (c) make reports or recommendations to the Combined Authority or the Mayor on matters affecting the authority’s area or inhabitants.
 - 6.3. The power to review or scrutinise a decision made but not implemented includes:
 - (a) power to direct that a decision is not implemented while it is under review or scrutiny by the Committee; and
 - (b) power to recommend that the decision is reconsidered.

Appendix 6 – The Statutory Framework

- 6.4. The 2009 Act provisions enable the Secretary of State, by Order, to make further provision about overview and scrutiny Committees of combined authorities.
- 6.5. The [Cambridgeshire and Peterborough Combined Authority Order 2017](#) provides for the establishment of an Overview and Scrutiny Committee, and includes provisions relating to its membership and Chair.
- 6.6. The Chair must be an appropriate person. In relation to a Mayoral Combined Authority, this means a person who is a Member of a Constituent Authority, but who is not a member of a registered political party of which the Mayor is a member.
- 6.7. The Secretary of State has also made the [Combined Authorities \(Overview and Scrutiny Committees, Access to Information and Audit Committees\) Order 2017](#).
- 6.8. This Order contains provisions regarding the membership of an Overview and Scrutiny Committee; the quorum for meetings; appointment of Members; appointment of Chair; reference of matters to the Committee; duty of the Combined Authority and Mayor to respond to the Committee; confidential and exempt information; the Scrutiny Officer; rights of access to documents for Members of the Committee; key decisions; general exception; and cases of special urgency.
- 6.9. Where the Chair of an Overview and Scrutiny Committee is to be an appropriate person, and the Mayor is not a member of a registered political party, a person may not be appointed as Chair of the Committee if that person is:
 - (a) a member of the registered political party which has most representatives among the Members of the Constituent Authorities on the Combined Authority; or
 - (b) where two or more parties have the same number of representatives, a member of any of those parties.
- 6.10. The 2009 Act provisions also require Combined Authorities to establish an audit Committee to review and scrutinise the Authority's financial affairs and to review and assess its risk management, internal control and corporate governance arrangements.
- 6.11. An Audit Committee must include at least one Member who is an independent person.

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6.12. The [Combined Authorities \(Overview and Scrutiny Committees, Access to Information and Audit Committees\) Order 2017](#) defines an “independent person”, and provides that such a person may not be appointed unless the vacancy was advertised in such manner as the Combined Authority considers it likely to bring it to the attention of the public.

6.13. The quorum for meetings of Audit Committees must be no fewer than two-thirds of the total number of Members of the Committee.

7. The Combined Authorities (Mayors) (Filling of Vacancies) Order 2017

7.1. The [Order](#) provides for the filling of vacancies in the office of Mayor arising due to the death or resignation of the Mayor; the Mayor’s election being declared void or the office being declared vacant.

7.2. There are provisions regarding the date on which a vacancy is taken to have occurred; the giving of notice of a vacancy; the timescale for by-elections and the term of office of the person filling a vacancy.

8. The Combined Authorities (Mayoral Elections) Order 2017

8.1. The [Order](#) makes provision for the conduct of elections for Combined Authority Mayors.

8.2. In particular, there are provisions requiring each candidate’s nomination paper to be prescribed by at least 100 electors (with at least 10 electors from each constituent council area) and for a deposit of £5,000 to be paid. If there are three or more candidates, the elected Mayor will be returned by the supplementary vote system.

8.3. The maximum amount a candidate may spend in election expenses is £2,362 multiplied by the total number of constituent councils, together with an additional 5.9p for every entry in the register of electors for the Combined Authority area.

8.4. Candidates who wish to have an election address included in an election booklet prepared and distributed by the Combined Authority Returning Officer will be required to pay a contribution of such reasonable amount as the Returning Officer may determine towards the expenses incurred by the Returning Officer in printing the booklet. Copies of the booklet will be delivered free of charge by the Returning Officer to each elector in the Combined Authority area.

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9. The Combined Authorities (Finance) Order 2017

- 9.1. The Order includes provisions relating to Mayoral Combined Authority precepts; a Mayor's proposed budget and the procedure for the Combined Authority to consider and approve the budget; the Mayor's general fund and transitional provisions for the financial year 2017/2018.

10. The Bus Services Act 2017

- 10.1. The Bus Services Act 2017 presents local authorities with new powers to bring about change and unlock the potential for the bus industry to achieve more for passengers than it does today.
- 10.2. New enhanced partnership and advanced quality partnership powers provide the framework for authorities to work side by side with operators to set a shared vision for bus services in their area. Regulations made under the new open data provisions and new ticketing powers should make it easier for passengers to use buses, move between different modes of transport and access timetables, fares and routes.
- 10.3. New franchising provisions will provide Mayors of combined authorities with equivalent powers to those available in London.

11. The Combined Authorities (Borrowing) Regulations 2018

- 11.1. These Regulations provide for mayoral combined authorities to borrow money for a purpose relevant to all of their functions (other than transport functions)

12. The Transport Levying Bodies (Amendment) Regulations 2018

- 12.1. These regulations amend the principal regulations (the Transport Levying Bodies Regulations 1992) to include the Combined Authority in the list of authorities who are levying bodies for the purposes of non-mayoral transport functions. These Regulations confer the power to levy the upper tier authorities Cambridgeshire County Council and Peterborough City Council to deliver transport functions. The purpose of the SI is to split the levy between the two upper tier councils in proportions appropriate to the size of their budget. The regulations enable revenue streams to be pooled making it a more attractive borrowing fund.

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13. The Cambridgeshire and Peterborough Combined Authority (Business Rate Supplements Functions) Order 2018

13.1. With this Order the Mayor has the power, subject to meeting conditions set out in the Order, to levy a business rate supplement for a project that will promote economic development in the area in accordance with Sections 105B(1) and 107D(9) of the Local Democracy, Economic Development and Construction Act 2009. As the Order provides, such a supplement can be applied only to the business rate bills of businesses with rateable values of at least £50,000, and the supplement cannot exceed two pence in the point. Any supplement must be approved by a ballot of the business ratepayers concerned, achieving a majority both of business rate payers who voted in terms of the number of ratepayers and in the aggregate value of their properties.

14. The Cambridgeshire and Peterborough Combined Authority (Adult Education Functions) Order 2018

14.1. The Order sets out the details of the AEB functions that are transferred to the Combined Authority with the agreement to devolve the budget. With the exception of apprenticeships, adult offender learning or provision for people aged 16 -18, the following functions contained in the Apprenticeships, Skills, Children and Learning Act (ASCL) 2009 are transferred to the Combined Authority in relation to constituent member areas:

- (a) S86 – Duty to provide appropriate Further Education to learners aged 19 and over (not to include apprenticeships, prisoner education or traineeships).
- (b) S87 – Duty to provide appropriate Further Education to learners aged 19 and over, who do not have certain specified qualifications
- (c) S88 – Duty to ensure that provision is free for relevant learners who do not have certain specified qualifications

14.2. The following powers will be exercised concurrently with the Secretary of State:

- (a) S90 – Duty to encourage learner and employer participation in education and training of people aged 19 and over (except those in adult detention).
- (b) S115 – Duty to consider/have regard to the needs of learners aged 19 and over, with Special Education Needs (other than those aged 19-25 with Educational Health Care plans, who will remain the responsibility of the Local Authorities as they are treated as 16-18 year old learners).

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- (c) S122 – Power to exchange information with providers to enable provision of Further Education to learners aged 19 and over.

15. Automated and Electric Vehicles Act 2018

- 15.1. The Act includes a power for the Mayor to designate places where large fuel retailers and service area operators must provide public charging points. This is limited to locations within the defined key route networks.
- 15.2. The Government's intention is that these powers could only be exercised once the definitions of large fuel retailers and the factors that would determine the suitability of a particular location have been adopted in regulations.

16. The Social Housing Rents (Exception and Miscellaneous Provisions) Regulations 2019

- 16.1. Regulation enabling the Combined Authority to fund homes for Affordable Rent'.

**Appendix 6 – The Statutory Framework****Annex 1****Transport Act 2000**

Legislation	Duty / Power
Transport Act 2000 Section 108 (As amended by Local Transport Act 2008)	To prepare a Local Transport Plan (LTP) and in developing this and carrying out functions to taken into account Government Policies and have regard to any guidance issued by the Secretary of State relating to climate change and the protection or improvement of the environment.
Transport Act 2000 Section 109	To keep the LTP under review, replacing the LTP every 5 years and to consult when preparing and reviewing the LPT.
Transport Act 2000 Section 112 (As amended by 2008 Act)	To have regards to any guidance issued by the Secretary of State and the needs of elderly or disabled persons when developing the LTP.
Transport Act 2000 Section 113A	Power of an LTA or two or more LTA's acting jointly to make an advanced quality partnership scheme.
Transport Act 2000 Section 114 (As amended by 2008 Act)	To have regard, in considering whether to make a Quality Partnership Scheme (QPS), to the desirability of making a scheme jointly with another authority and to cooperate with other authorities when carrying out functions relating to QPS.
Transport Act 2000 Section 115 (As amended by 2008 Act)	To give notice of proposal to make a QPS and to consult with specified bodies
Transport Act 2000 Section 116 (As amended by 2008 Act)	To give notice of the scheme not later than 14 days after it is made
Transport Act 2000 Section 117 (As amended by 2008 Act)	To give notice and consult specified bodies before deciding to postpone the QPS for a period not exceeding 12 months
Transport Act 2000 Section 118 (As amended by 2008 Act)	To provide the specified QPS facilities not later than the date specified and throughout the operation of the scheme
Transport Act 2000 Section 120	Power to vary or revoke QPS
Transport Act 2000 Section 123	To have regard to any guidance issued by the appropriate national authority concerning the carrying out of functions in relation to the QPS



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Transport Act 2000 Section 123A	The power of a franchising authority, or two or more franchising authorities acting jointly, to make a franchising scheme covering the whole or any part of their area.
Transport Act 2000 Section 124 (As amended by 2008 Act)	To have regard, in considering whether to make Quality Contract Schemes (QCS), to the desirability of making a scheme jointly with another authority, to co- operate with the other authorities and to keep under review the extent to which their quality contracts are complied with.
Transport Act 2000 Section 134C	Power of an LTA (or two or more acting jointly) to make an advanced ticketing scheme (ATS) if they consider that the proposed scheme— (a) would be in the interests of the public, and (b) would contribute to the implementation of their local transport policies.
Transport Act 2000 Section 135 (As amended by 2008 Act)	Duty regarding Ticketing Schemes (TS) to co-operate with other local transport authorities and in considering whether to make a TS to have regard to the desirability of making a scheme jointly with another authority
Transport Act 2000 Section 136	To give notice of a proposal to make a TS and to consult with specified bodies
Transport Act 2000 Section 137	To make the TS and give notice of it within 14 days after it is made
Transport Act 2000 Section 139 (As amended by 2008 Act)	To consult on and determine what local bus information should be made available to the public and the way in which it should be made available
Transport Act 2000 Section 140	To make information available where satisfactory arrangements for information provision cannot be made with the operators
Transport Act 2000 Section 141	Duty regarding ss 139 and 140 to have regard to economy, efficiency and effectiveness, to the desirability of carrying out those functions jointly with another authority and to co-operate with other authorities
Transport Act 2000 Section 143	Power to obtain information relating to specified matters from operators of local services
Transport Act 2000 Section 143A	Power of a franchising authority to obtain information from operators of local services
Transport Act 2000 Section 145A (As substituted by Concessionary Bus Travel Act 2007)	To issue permits indicating entitlement to travel concessions to elderly or disabled residents who apply for one (England National Travel Concessionary Scheme)
Transport Act 2000 Section 149 (As substituted by 2007 Act)	To reimburse the operator for providing travel concessions (ENTCS)

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Transport Act 2000 Section 150	To publish the proposed arrangements for reimbursing operators (ENTCS)
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Transport Act 1985

Transport Act 1985 Section 63(1)	Duty to secure the provision of such passenger transport services as the Council considers appropriate to meet any public transport requirements which would not otherwise be met
Transport Act 1985 Section 63(5) (As inserted by 2008 Act)	Power to enter into an agreement providing for service subsidies for the purpose of securing any service
Transport Act 1985 Section 63(6)	Power to take any measures that appear to be appropriate for the purpose of or in connection with promoting the availability and operation of public passenger transport services other than subsidised services
Transport Act 1985 Section 63(7) (As amended by 2008 Act)	In exercising their power to promote availability of public passenger transport services, to have regard to a combination of economy, efficiency and effectiveness
Transport Act 1985 Section 63(8) (As amended by 2008 Act)	In exercising their power to promote availability of public passenger transport services, to have regard to the needs of elderly or disabled persons
Transport Act 1985 Section 64	Duty to consult when formulating policies for the formulation of policies, and to publish those policies
Transport Act 1985 Section 81 (As amended by 2008 Act)	 Power to provide, maintain and operate bus stations
Transport Act 1985 Section 82 (As amended by 2000 Act)	Duty not to discriminate when exercising powers in relation to provision or operation of bus stations in relation to charges to be made for the use of any accommodation at a bus station or of any associated facilities
Transport Act 1985 Section 88	 Duty of all authorities entering into agreements providing for service subsidies in respect of education and social services functions to cooperate with one another to secure best value for money for the ratepayers of their areas
Transport Act 1985 Section 89	Duty to invite tenders for subsidised services
Transport Act 1985 Section 93	Power to establish a travel concession scheme for blind and disabled persons, children, persons over 60 and others specified in Regulations



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Transport Act 1985 Section 92	Duty to have regard to the interests of the public and of persons providing public passenger transport services in their area when exercising functions in relation to agreements providing for service subsidies
Transport Act 1985 Section 95 (As amended by 2008 Act)	To publish particulars of the concession scheme and reimbursement arrangements for service operators
Transport Act 1985 Section 96 (As amended by 2008 Act)	To admit eligible service operators to participate in travel concession schemes
Transport Act 1985 Section 97 (As amended by 2008 Act)	To impose obligation to provide travel concessions on any operator (participation notice)
Transport Act 1985 Section 98 (As amended by 2007 Act)	Further provision in relation to participation notices
Transport Act 1985 Section 99	Power to release an operator from compulsory participation in travel concession scheme
Transport Act 1985 Section 101	Power to enforce participation in travel concession schemes
Transport Act 1985 Section 103 (As amended by 2008 Act)	Subsidies for travel concessions
Transport Act 1985 Section 105 (As amended by 2000 Act and 2007 Act)	Power to provide travel concessions on services provided by local authorities
Transport Act 1985 Section 106 (As amended by 2008 Act and Local Democracy, Economic Development and Construction Act 2009)	Power to make grants to assist the provision of transport facilities for the disabled or to support revenue expenditure incurred in providing services other than those for which a PSV licence is required



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

THE CONSTITUTION

MARCH 2023



Version Control

Revision Number	Revision Date	Comments
1	31 May 2017	Constitution approved by the CA Board
2	28 January 2018	Updated to take account of CA Board decisions made since May 2017
3	30 May 2018	Annual Review of the Constitution
4	25 July 2018	Updated to include revised portfolios
5	26 September 2018	Updated to include executive committees, scrutiny question time and other matters
6	25 September 2019	Annual Review of the Constitution
7	24 December 2019	Changes to Page 218, Appendix 5
8	28 May 2020	Changes to Chapter 18
9	20 July 2020	Change to Page 210, Appendix 4
10	7 August 2020	Appendix 5: Business Board Constitution approved by the Business Board (May 2020) and the CA Board (June 2020)
11	30 September 2020	Annual Review of the Constitution
12	21 December 2020	Changes to Chapters 1 and 17
13	3 February 2021	Changes to Chapter 8 and revised portfolios
14	9 March 2021	Updated to exclude reference to non-constituent councils and members
15	27 July 2021	Changes to Chapter 16
16 THIS VERSION	March 2023	Changes approved by the Audit & Governance Committee on 13 January 2023 and 27 January 2023 to be ratified by Combined Authority Board in March 2023

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[Cambridgeshire and Peterborough Combined Authority Order 2017](#)

CHAPTER 1: SUMMARY

1. Introduction

- 1.1 The Cambridgeshire & Peterborough Combined Authority (the Combined Authority) is defined as the area covered by seven Constituent Authorities:
- Cambridge City Council;
 - Cambridgeshire County Council;
 - East Cambridgeshire District Council;
 - Fenland District Council;
 - Huntingdonshire District Council;
 - Peterborough City Council; and
 - South Cambridgeshire District Council
- 1.2 The Combined Authority was established by Order on 3 March 1997 and exists to further the sustainable and inclusive growth of the economy of Cambridgeshire and Peterborough. It builds upon a strong history of collaboration between the Constituent Authorities, the private sector and other partners.
- 1.3 The Combined Authority also incorporates the role and responsibilities of the Business Board for Cambridgeshire & Peterborough (formerly the Local Enterprise Partnership), and various other statutory and non-statutory responsibilities.
- 1.4 This constitution reflects:
- Experience of effective management of collaborative arrangements operating within the constituent authorities for many years
 - The commitments entered into by government and leaders' within the Combined Authority area
 - Constitutional arrangements put in place on the establishment of the Combined Authority in March 2017
 - The statutory framework established by parliament as part of the Combined Authority Order of 2017
- 1.5 This constitution is a living document and shall be amended as the Combined Authority continues to develop. Authority is delegated to the Monitoring Officer, in consultation with the Chief Executive of the Combined Authority, to make consequential amendments to the Constitution, in order to reflect organisational or

legislative changes, or to make any minor textual or grammatical corrections. Any other changes shall be agreed unanimously by the Combined Authority Board.

- 1.6 This Constitution sets out the governance arrangements for the Cambridgeshire & Peterborough Combined Authority, including Mayoral and Non-Mayoral Functions. It sets out how decisions are made and the procedures that are followed to ensure that the Combined Authority operates efficiently, effectively and is transparent and accountable.

Purpose of the Constitution

- 1.7 This Constitution sets out how we work, how we make decisions, and the procedures we follow to make sure our work is efficient, and effective, and is both transparent and accountable to local people. Some of these procedures are set by law, while others are ones we have chosen to follow.
- 1.8 The Constitution has 19 parts, plus a number of appendices. These are outlined below:
- 1.9 Part 1: Introduction to the Combined Authority and the Combined Authority's Constitution.
- 1.10 Part 2: Membership of the Combined Authority which outlines the establishment of the Combined Authority and the constituent authorities, the Business Board and the Co-opted members.
- 1.11 Part 3: The Mayor of the Combined Authority which sets out the roles and functions reserved to the Mayor. This chapter also sets out the Mayor's general functions and powers.
- 1.12 Part 4: The Combined Authority Functions and Responsibilities setting out who is responsible for exercising each function of the Combined Authority and its decision-makers operate, including:
- formal meetings of the Combined Authority and its committees;
 - how to access information; and
 - procedures relating to finance and contracts.
- 1.13 Part 5: Standing Orders setting out how Combined Authority Board meetings and, subject to certain limitations identified in Chapter 7 [Boards and Committees] of this Constitution, to any committees or sub-committees will proceed.
- 1.14 Part 6: Decision-Making setting out how the Combined Authority's decision makers operate, including:

- key decisions
- The forward plan
- general exception notices
- special urgency decisions
- the recording of decisions
- the budget framework procedure rules
- formal meetings of the Combined Authority and its committees

- 1.15 Part 7: Boards and Committees detailing the Boards and Committees, and sub-committees the Combined Authority has established to discharge its functions. The Combined Authority has established the following Boards and Committees:
- Transport and Infrastructure Committee
 - Skills Committee
 - Housing and Communities Committee
 - Employment Committee
- 1.16 Part 8: Financial Regulations setting out how the Combined Authority's financial affairs are managed.
- 1.17 Part 9: Procurement and Contract Procedure Rules providing an overview.....
- 1.18 Part 10: Access to Information, Information Governance, Data Protection and Complaints setting out the rights of the public, as well as detail on how information is managed.
- 1.19 Part 11: Employment Rules and Regulations setting out how officers are appointed and dismissed and the role that Elected Members have in officer appointments and dismissals.
- 1.20 Part 12: Allowances which outlines the.....
- 1.21 Part 13: Audit & Governance Committee setting out the functions and terms of reference of this statutory committee.
- 1.22 Part 14: Overview & Scrutiny Committee setting out the functions and terms of reference of this statutory committee.
- 1.23 Part 15: Business Board which is the Local Enterprise Partnership for its area and is a non-statutory body. The Business Board is independent of the Combined Authority operating as a private-public sector partnership, focussing on the key business sectors to drive growth in the Cambridgeshire and Peterborough, and wider Local Enterprise area. The Combined Authority is the accountable body for funding awarded to the Local Enterprise Partnership.

- 1.24 Part 16: Members which lays out the Member Code of Conduct; how Members register interests; and how complaints against members can be made and are dealt with.
- 1.25 Part 17: Subsidiary Companies and Shareholder Oversight providing an overview of the Combined Authority trading companies and the Shareholder Board.
- 1.26 Part 18: Officer Schemes of Delegation outlining the Schemes of Delegation to Chief Officers and a Schedule of Proper Officers for its functions in accordance with section 101 of the Local Government Act 1972.
- 1.27 Part 19: Policies and Protocols which is a section setting out, as annexes, the policies and protocols of the Combined Authority.
- 1.28 Appendices: a number of appendices to the main body of the Constitution.

Monitoring and Reviewing the Constitution

- 1.29 The Monitoring Officer will regularly monitor and review the operation of the Constitution.
- 1.30 The Chief Finance Officer shall be responsible for monitoring and keeping under review the Financial Regulations set out in the Constitution.
- 1.31 It is the responsibility of the Combined Authority Board to review the Constitution on an annual basis.

Changes to the Constitution

- 1.32 The Constitution will be amended as the Combined Authority develops.
- 1.33 Changes to the Constitution will be agreed by the Combined Authority Board in accordance with the voting arrangements as set out in [Chapter 5 – Standing Orders](#) unless in the reasonable opinion of the Monitoring Officer a change is required in the circumstances set out in his/her delegated powers. [Chapter 18 - Officer Scheme of Delegation](#) .

Common Seal of the Combined Authority

- 1.34 The Common Seal of the Combined Authority will be kept in a safe place in the custody of the Monitoring Officer. A decision of the Combined Authority, or any part of it, will be sufficient authority for sealing any document necessary to give effect to



the decision. The Common Seal will be affixed to those documents which in the opinion of the Monitoring Officer should be sealed. The affixing of the Common Seal will be attested by the Monitoring Officer, or some other person authorised by the Monitoring Officer.

CHAPTER 2: MEMBERSHIP OF THE COMBINED AUTHORITY

2.1 The Establishment of the Combined Authority

- 2.1.1 The Cambridgeshire & Peterborough Combined Authority (Election of Mayor) Order 2017 established the Combined Authority as a Mayoral Combined Authority; and the first Mayor was elected in May 2017 (the second in May 2021). The Mayor is directly elected by the local government electorate of Cambridgeshire and Peterborough and serves a four-year term of office. The Combined Authority Mayor, by virtue of holding office, shall be a Member of, and Chair the Combined Authority Board; with responsibilities, and checks and balances on the exercise of those responsibilities, as set out by this Constitution.
- 2.1.2 The Mayor and the Combined Authority Board, and the Executive Committees will work together in collaboration, in the interests of the people of the Cambridgeshire and Peterborough. This Constitution sets out arrangements to ensure the effective conduct of the Combined Authority's business, in this spirit of collaboration, mutual respect and transparency. All members will strive to work on the basis of consensus, taking decisions through agreement. These principles shall apply irrespective of the statutory basis for the exercise of those powers; whether through the powers and responsibilities of the Mayor, the Combined Authority, or the Business Board. The powers of the Mayor are to be exercised through collaboration within the Combined Authority Board, and in partnership with all relevant stakeholders.

2.2 Constituent Authorities

- 2.2.1 Each of the Constituent Councils shall appoint a Member (usually its Leader) to be a Member of the Combined Authority and another Member to act in the absence of the appointed Member (the Substitute Member). All appointments shall be for a one-year term.
- 2.2.2 A person will cease to be a Member or a Substitute Member of the Combined Authority if they cease to be a Member of the Constituent Councils that appointed them. The Constituent Councils shall appoint or nominate a replacement as soon as possible.
- 2.2.3 A Member or Substitute Member may resign by giving written notice to the Proper Officer of their Constituent Council, and the resignation takes effect on the receipt of the notice. The relevant Constituent Council shall notify the Combined Authority forthwith of the resignation.

- 2.2.4 Each Constituent Council shall at any time be entitled to terminate the appointment of a Member or Substitute Member appointed to the Combined Authority and replace that Member or Substitute Member.
- 2.2.5 The Constituent Council must give written notice of 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 on receipt of notification.

2.3 Business Board

- 2.3.1 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).
- 2.3.2 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.
- 2.3.3 A person will cease to be a Member or a Substitute Member of the Combined Authority if they cease to be a Member of the Business Board that nominated them. The Business Board shall appoint or nominate a replacement as soon as possible.
- 2.3.4 A Member or Substitute Member may resign by giving written notice to the Chair or Vice-Chair of the Business Board, and the resignation takes effect on the receipt of the notice. The Business Board shall notify the Combined Authority forthwith of the resignation.
- 2.3.5 Where the Business Board terminates an appointment and nominates another of its Members in that person's place, it must give written notice of the new nomination and the termination of the previous appointment to the Combined Authority.
- 2.3.6 The Combined Authority must consider the appointment of the nominated Business Board Member at the next meeting of the Combined Authority. The new appointment shall take effect and the previous appointment terminate upon the determination of the appointment by the Combined Authority.

2.4 Co-opted Members

- 2.4.1 The Combined Authority may invite organisations with direct responsibility for functions relevant to the Combined Authority objectives to become Co-opted Members to attend the Combined Authority Board and these Co-opted Members may

take part in the debate. All decisions on Co-opted Members shall be made formally by proposal and report at a Combined Authority Board meeting.

- 2.4.2 A proposal for an authority to be given Co-opted Member status may be made by any Constituent Council Member or the Mayor and must be agreed by a two-thirds majority of those present and voting. Co-opted Member status takes effect upon agreement by the Board.
- 2.4.3 Co-opted Member status confers no legal status and no entitlement to vote and is an informal arrangement to promote a strategic approach to joint working in the development of significant policy issues.
- 2.4.4 A Co-opted member organisation shall be represented at meetings of the Combined Authority Board by a named representative or a named Substitute. Notice of the names of the Co-opted Members' representative or Substitute must be provided to the Monitoring Officer by the Co-opted Member organisation at least two working days prior to attendance at any meeting of the Board.
- 2.4.5 Such representative or substitute may participate in the debate on issues relevant to their organisation and must comply with the terms of the Constitution as they relate to debate, but they will not have entitlement to vote on any issue or agenda item.
- 2.4.6 The Chair of any meeting of the Combined Authority may require the Co-opted Members' named representative or named substitute to absent themselves from any meeting of the Combined Authority at the Chair's discretion.

CHAPTER 3: THE MAYOR OF THE COMBINED AUTHORITY

3.1 Roles and Functions Reserved to the Mayor of the Combined Authority

- 3.1.1 The Mayor and the other Members of the Combined Authority will work closely together. Specifically, the Mayor:
- (a) will provide overall leadership and chair Combined Authority Board meetings;
 - (b) may nominate lead member responsibilities, the membership and chairs of executive committees to each member of the seven Constituent Councils who will act in a supporting and advisory function to the Mayor and Combined Authority for their respective policy areas; and
 - (c) will also be a member of the Business Board recognising the importance of the Business Board's role and the private sector in any growth strategies or delivery for the Combined Authority area.
- 3.1.2 The Mayor must appoint a statutory Deputy Mayor of the Combined Authority. The role of the statutory Deputy Mayor is set out in paragraph 3.6 below. The Mayor may also appoint a non-statutory Deputy Mayor and the role of the non-statutory Deputy Mayor is set out in paragraph 3.6 below.

3.2 General Functions of the Mayor

- 3.2.1 The Mayor will exercise the following general function:
- 3.2.1.1 The Mayor may pay a grant to Cambridgeshire County Council and Peterborough City Council to meet expenditure incurred by them as highways authorities. The Mayor must exercise this function under section 31 Local Government Act 2003 concurrently with a Minister of the Crown.
 - 3.2.1.2 Prior to the payment of the grant the Mayor must consult the Combined Authority.
 - 3.2.1.3 Members and officers of the Combined Authority may assist the Mayor in the exercise of the function to pay a grant.

3.3 Powers of the Mayor

- 3.3.1 The Mayor may exercise a general power of competence (section 1 Localism Act 2011) to do anything that the Combined Authority may do:
- 3.3.1.1 Where the general power of competence:
 - (a) involves the transfer of property, rights or liabilities of the Combined Authority to or from the Constituent Councils, or

- (b) is used to prepare and publish a statement setting out a strategy for spatial development in the Combined Authority area, the Mayor must secure the unanimous consent of all Members of the Combined Authority, or Substitute Members acting in their place.

- 3.3.2 The Mayor may otherwise 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.
- 3.3.3 The Mayor may exercise their power to ask the Secretary of State for Transport to make regulations under Section 11 of the Automated and Electric Vehicle Act 2018 requiring large fuel retailers and service area operators to provide public charging points and to ensure public charging points are maintained and easily accessible. The power would be limited to large fuel retailers in the area within their authority.

3.4 Nominations to Lead Member Responsibilities and to Executive Committees

- 3.4.1 The Mayor and the Combined Authority Board shall agree lead member responsibilities in respect of the Combined Authority functions.
- 3.4.2 The Mayor shall nominate the agreed lead member responsibilities and membership (including the Chair) of any executive committees to any member of the constituent councils, subject to any rules within the terms of reference of those committees. Board members nominated to an executive committee may nominate their substitute member on the Board or another member from a constituent council to be a member of the committee. The Board member shall also nominate a named substitute member.
- 3.4.3 The nominations to lead member responsibilities and the nominated membership and chairs of any executive committees shall be reported to the Combined Authority Board for formal approval by a simple majority vote which must include the Mayor.

3.5 Mayor's Budget and Spending Plans

- 3.5.1 The Mayor must also set a budget and consult the Combined Authority Board on their spending plans and draft budget in accordance with the Budget Framework Procedure Rules (see Chapters 6: Decision Making and Chapter 8: Financial Regulations).

- 3.5.2 Any Mayoral budget, strategies and spending plans must be approved by the Combined Authority Board in accordance with the special voting rules (see Chapter 6: Decision-Making).

3.6 Deputy Mayor

- 3.6.1 The Mayor must appoint one Member of the Combined Authority to hold the statutory functions as Deputy Mayor. This statutory Deputy Mayor shall:
- (a) hold office until the end of the term of office of the Mayor;
 - (b) cease to be statutory Deputy Mayor, if at any time the Mayor removes them from office, they resign as Deputy mayor or they cease to be a Member of the Combined Authority;
 - (c) act in the place of the Mayor if for any reason the Mayor is unable to act, or the office of Mayor becomes vacant.
- 3.6.2 If a vacancy arises in the office of statutory Deputy Mayor, the Mayor shall immediately appoint another Member of the Combined Authority to the post of statutory Deputy Mayor.
- 3.6.3 If the Mayor is unable to act or the office of Mayor is vacant; and the statutory Deputy Mayor is unable to act, the Monitoring Officer shall call a meeting of the Combined Authority Board to take decisions, by simple majority, in the absence of the Mayor.
- 3.6.4 For reasons of good governance, the Mayor may appoint a second non- statutory Deputy Mayor from amongst the Constituent Council members as they think appropriate.
- 3.6.5 The non-statutory Deputy Mayor shall preside over any meeting of the Combined Authority called to make decisions in the absence of the Mayor and statutory Deputy Mayor.
- 3.6.6 Should the statutory Deputy Mayor be appointed as Chair of the Combined Authority in the absence of the Mayor, the non-statutory Deputy Mayor shall be appointed as the Vice-Chair.

3.7 Delegation of Functions Reserved to the Mayor

- 3.7.1 The Mayor may arrange for:
- (a) the statutory Deputy Mayor to exercise any general function of the Mayor;

or

(b) another Member or officer of the Combined Authority to exercise any such function.

3.7.2 The Mayor shall produce a scheme of delegation for any delegated functions.

3.7.3 The financing of a Mayoral Combined Authority can be met from precepts by the Combined Authority (section 107G, 2009 Act). However, the Mayor has no power to borrow money (section 107D(8), 2009 Act).

3.8 Mayoral Decisions

3.8.1 Any Mayoral decisions will be made in accordance with the Constitution including the Transparency Rules, Forward Plan and Key Decisions (see Chapter 6: Decision-Making).

CHAPTER 4: THE COMBINED AUTHORITY FUNCTIONS AND RESPONSIBILITIES

4.1 Functions Reserved to the Combined Authority Board

4.1.1 The following functions are reserved to the Combined Authority Board:

Strategies and Plans

4.1.2 The adoption of, and any amendment to or withdrawal of the following plans and strategies:

- (a) The Mayor's growth ambition statement;
- (b) Business Plan;
- (c) Business cases for key priority projects identified in the Business Plan;
- (d) Local Industrial Strategy;
- (e) Local Transport Connectivity Plan;
- (f) Bus Strategy;
- (g) Approval of the key route network;
- (h) Skills Strategy;
- (i) Housing Strategy;
- (j) Investment Strategy;
- (k) Non-Statutory Strategic Spatial Plan;
- (l) Market Town Masterplans for Growth;
- (m) Business Plan, Annual Accounts and Shareholders Agreement for Cambridgeshire and Peterborough Combined Authority Holding Company;
- (n) Other strategies and plans as agreed.

Frameworks

4.1.3 The adoption of, and any amendment to or withdrawal of the following framework documents:

- (a) Assurance Framework;
- (b) Monitoring & Evaluation Framework.

Financial Matters

4.1.4 The adoption of, and any amendment to or withdrawal of the following financial documents:

- (a) The non-mayoral Combined Authority budgets;

- (b) Approval of carry forward of any underspent balances between financial years;
 - (c) Annual spending plans for the allocation of transport-related funding;
 - (d) Treasury Management Strategy including approval of borrowing limits;
 - (e) Medium Term Financial Plan and Capital Programme
 - (f) Fiscal Strategy to reflect any taxation proposals, such as Business Rates, Local Taxation, and to approve any requests to Government for additional powers.
- 4.1.5 Consultation on the allocation of Local Highways Maintenance Capital Grant
- 4.1.6 Approve budget allocations for feasibility work from the non-transport feasibility fund
- 4.1.7 Approve business cases and loans to third party businesses including wholly owned subsidiaries;
- 4.1.8 Approve applications to bid for external funding where there are wider budgetary implications, or the bid relates to a matter outside the strategic framework.
- 4.1.9 Approval of virements of £500,000 and over;
- 4.1.10 In relation to the Mayor's General Budget, and in accordance with the Budget Framework Procedure Rules (see Chapter 8 – Financial Regulations):
- (a) The approval of the draft budget (or revised draft budget) or
 - (b) The decision to veto the draft budget (or revised draft budget) and approval of the Mayor's draft budget incorporating the Combined Authority Board's recommendation as the relevant amounts and calculations.

4.2 Accountable Body

- 4.2.1 Auditing decisions for funding approved by the Business Board for Local Growth Funds, Growth Hub funding, Energy Hub funds and Enterprise Zones funds.

4.3 Governance

- 4.3.1 Decisions related to:
- (a) Adoption and amendment of the Constitution;

- (b) Establishment and membership of Committees and Sub-Committees;
- (c) Establishment and membership of Joint Committees and Commissions;
- (d) Approve the nomination of lead member responsibilities and membership and chairs of executive committees and sub-committees upon recommendation from the Mayor;
- (e) Approval of Mayoral Allowance and any other allowance schemes;
- (f) Appointment of an Independent Person of the Audit and Governance Committee;
- (g) Appointment of Statutory Officers;
- (h) Delegation of functions to third parties;
- (i) Establishment of Trading Companies;
- (j) Any other matters reserved to the Board.

4.3.2 The Combined Authority shall exercise the general power of competence in relation to any of its functions after having due regard to the advice of the Monitoring Officer and Chief Finance Officer.

4.3.3 The Combined Authority Board shall have the power to reserve decisions to itself which would otherwise be taken by the Executive Committees.

4.4 Membership of the Combined Authority Board

4.4.1 The Combined Authority Board consists of the Members as set out below:

- (a) The Mayor, or Deputy Mayor acting in the Mayor's absence
- (b) An elected Member appointed by each of the Constituent Councils or Substitute Members acting in their place;
- (c) A Representative of the Business Board or Substitute Members acting in their place;
- (d) Co-opted Members (non-voting) invited to attend who shall be present to contribute on issues related to the organisation they represent.

4.4.2 If a Member fails throughout a period of six consecutive months from the date of their last attendance to attend any meeting of the authority, unless the failure was due to

some reason approved by the authority before the expiry of that period, they cease to be a Member of the Board.

4.5 Functions of the Combined Authority

4.5.1 The functions of the Combined Authority are grouped into lead member responsibilities, allocated to Constituent Council Members of the Combined Authority and include the following responsibilities:

- (a) To lead and champion their allocated lead member functions;
- (b) To act as key spokesperson for the Combined Authority within their respective Constituent Councils
- (c) To chair and lead a committee where established;
- (d) To provide leadership for officers on the development of key strategic documents or investment proposals for approval by relevant committees or the Combined Authority Board;
- (e) To provide leadership for their geographical area within the collective Combined Authority into future devolution proposals and public sector reform;
- (f) To liaise with Members holding similar lead member responsibilities within the Constituent Councils.
- (g) To lead on the development of key strategic documents for approval by the Combined Authority;
- (h) To develop and present investment proposals to the Combined Authority;
- (i) To communicate with the public on matters within their portfolios and to be accountable for their portfolio areas;
- (j) To input into any future devolution proposals and public sector reform.

4.6 Executive Bodies

4.6.1 The Combined Authority Board has the power to delegate its functions, which are not reserved to it, to Committees, Sub-Committees, Officers, Joint Committees or other Local Authorities. The Board cannot delegate its functions to individual members of the Board.

4.7 Working Groups

- 4.7.1 The Combined Authority may establish informal working groups. These groups will be non-decision making groups of Officers and Members.

4.8 Membership

- 4.8.1 The Combined Authority shall appoint the membership of all executive committees, sub-committees, joint committees and working groups, including the appointment of the Chair, Substitute Members and any Co-opted Members. In accordance with Chapter 3, the Mayor shall nominate the membership and chairs of any executive committees to the Board for approval.
- 4.8.2 The political balance rules apply to all committees, sub-committees and joint committees where political groups are formed. Where political groups are not formed the Combined Authority has agreed that at least one member of a party not of the same political affiliation as the Mayor shall be appointed to all committees.
- 4.8.3 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.

4.9 Quorum

- 4.9.1 The quorum for all committees, sub-committees and working groups is at least two-thirds of the total number of Members and may be no fewer than three Members.

4.10 Access to Meetings

- 4.10.1 The Transparency Rules, Forward Plan and Key Decisions apply to all committees, sub-committees and joint committees (see Chapters 6: Decisions; and 10: Access to Information, Information Governance, Data Protection and Complaints). These rules do not apply to working groups and commissions.

CHAPTER 5: STANDING ORDERS

5.1 Introduction

- 5.1.1 These rules apply to Combined Authority Board meetings and, subject to the limitations set out in Chapter 7: Boards and Committees of this Constitution to any committees or sub-committees of the Board.

5.2 Types of Meetings

- 5.2.1 There are three types of meeting:

- The Annual Meeting of the Combined Authority;
- Ordinary meetings;
- Extraordinary meetings.

5.3 Annual Meeting

- 5.3.1 The Combined Authority will normally hold an Annual Meeting (between 1 May and 30 June) following Constituent Councils' Annual Meetings.

- 5.3.2 The Annual Meeting will:

- (i) note the appointment of Members of Constituent Councils and the Business Board (and their Substitute Members);
- (ii) receive any declarations of interest from Members;
- (iii) approve minutes of the last meeting;
- (iv) appoint any or Co-opted Members;
- (v) approve lead members responsibilities;
- (vi) appoint such executive Committees as the Combined Authority considers appropriate, their membership and the Chair and Vice-Chair;
- (vii) appoint the Overview and Scrutiny Committee and Audit and Governance Committee (including their terms of reference, size,

the allocation of seats to political parties in accordance with the political balance requirements) in accordance with nominations received from Constituent Councils;

- (viii) appoint the Chair and Vice-Chair of the Audit and Governance Committee;
- (ix) agree the programme of the Ordinary Meetings of the Combined Authority for the forthcoming year, and appropriate advanced notification of other planned meetings of Committees; and
- (x) be followed by an Ordinary Meeting to consider any other business set out in the notice convening the meeting.

5.3.3 The Combined Authority Board may decide at subsequent meetings to dissolve Committees, alter their terms of reference or to appoint new Committees.

5.4 Ordinary Meetings

5.4.1 The Combined Authority Board will decide on the number of Ordinary Meetings to hold in each municipal year in addition to its annual meeting. Each meeting will be held at a time and place as the Combined Authority decides.

5.4.2 Ordinary Meetings will:

- (i) approve the minutes of the last meeting;
- (ii) receive any declarations of interest from Members;
- (iii) receive any announcements from the Mayor;
- (iv) receive questions from, and provide answers to the public in accordance with Standing **Order n** below;
- (v) receive petitions in accordance with Standing **Order n** below;
- (vi) receive and consider reports from its Officers, Committees and Sub- Committees and working groups;
- (vii) deal with any business from the last Combined Authority meeting; and

- (viii) consider motions on notice and any other business specified in the summons to the meeting.

- 5.4.3 Unless otherwise determined by statute, the Chair may vary the order of the agenda at their absolute discretion and may allocate or re-allocate an appropriate time for the transaction of each item.
- 5.4.4 If any issues arise at a meeting in relation to interpretation of the meeting procedure rules the Chair's decision shall be final.

5.5 Urgency

- 5.5.1 The Chair may determine that an item of business that has not been open to prior public inspection, should be considered at the meeting as a matter of urgency. Any urgent items shall comply with the Transparency Rules, the Forward Plan and Key Decisions (see Chapter 6: Decision Making).

5.6 Extraordinary Meetings

- 5.6.1 An Extraordinary Meeting of the Combined Authority may be called by:
 - (i) the Combined Authority by resolution;
 - (ii) the Chair of the Combined Authority;
 - (iii) the Chief Executive of the Combined Authority;
 - (iv) the Monitoring Officer; or
 - (v) any three Members of the Combined Authority if they have signed a requisition presented to the Chair of the Combined Authority and the Chair has refused to call a meeting or has failed to call a meeting within seven days of the presentation of the requisition.
- 5.6.2 The business to be conducted at an Extraordinary Meeting shall be restricted to the items of business contained in the request for the Extraordinary Meeting and there shall be no consideration of previous minutes or reports from Committees etc. except that the Chair may at their absolute discretion permit other items of business to be added to the agenda for the efficient discharge of the Combined Authority's business.

5.7 Notice of Meetings and Agendas

- 5.7.1 Notice of meetings, agendas and reports will be published in accordance with the Transparency Rules, the Forward Plan and Key Decisions (see Chapter 6: Decision-Making and Chapter 10: Access to Information, Information Governance, Data Protection and Complaints).

5.8 Public Access

- 5.8.1 As set out in Chapter 10: Access to Information, Information Governance, Data Protection and Complaints, every meeting of the Combined Authority shall be open to the public, except where the public are excluded during the whole or part of the proceedings in certain circumstances. Copies of the agenda and any additional papers will be available for the public and media representatives.

5.9 Attendance

- 5.9.1 The Monitoring Officer shall record the attendance of each Member at the meeting.

5.10 Notice of Substitute Members

- 5.10.1 Substitute Members may attend meetings in that capacity only:
- (a) to take the place of the Member for whom they are the designated substitute where the Member will be absent for the whole of the meeting;
 - (b) after they, or the Member they are substituting for, has provided the Monitoring Officer with notice of the substitution before the commencement of the meeting in question;
 - (c) where an adjourned meeting is reconvened, and it is essential for that Substitute Member to continue to attend to comply with good governance.
- 5.10.2 Substitute Members will have all the powers and duties of an ordinary Member of the Combined Authority for the duration of the meeting at which they act as Substitute but will not be able to exercise any other special powers or duties exercisable by the person for whom they are the Substitute.

5.11 Chair and Vice-Chair

- 5.11.1 From the point at which he or she takes office, the Mayor will act as Chair to the Combined Authority. The Mayor shall appoint a statutory Deputy Mayor holding statutory powers as Vice-Chair of the Combined Authority.
- 5.11.2 If the Mayor resigns or the position is vacant, the statutory Deputy Mayor shall chair the Combined Authority Board.
- 5.11.3 Following the appointment of the Deputy Mayor as Chair, the Combined Authority must appoint a Vice-Chair from among its Members and the appointment is to be the first business transacted. If the Mayor has appointed a second Deputy Mayor, he or she shall be the Vice-Chair.
- 5.11.4 A person ceases to be Chair or Vice-Chair of the Combined Authority Board if they cease to be a Member of the Combined Authority.
- 5.11.5 If a vacancy arises in the office of Chair or Vice-Chair, an appointment to fill the vacancy is to be made at the next ordinary meeting of the Combined Authority Board, or, if that meeting is to be held within 14 days of the vacancy arising, at the following meeting. The appointment of Chair must be the first business transacted. The appointment of the Vice-Chair should be the first business transacted after the appointment of the Chair of the Board.

5.12 Quorum

- 5.12.1 No business shall be transacted at any meeting of the Combined Authority Board unless at least five Members are present at the meeting, including:
 - (a) the Mayor, or the Deputy Mayor acting in place of the Mayor, and
 - (b) at least four other Members appointed by the Constituent Councils, or Substitute Members acting in their place.
- 5.12.2 If the Mayor is not in post, or if for any reason
 - (a) the Mayor is unable to act, or the office of Mayor is vacant, and
 - (b) the deputy Mayor is unable to act, or the office of deputy Mayor is vacant,no business shall be transacted at any meeting of the Combined Authority Board

unless at least five Members of the Constituent Councils, or their Substitute Members, are present at the meeting.

5.13 Declarations of Interest in Meetings

- 5.13.1 Where a Member attends a meeting of the Combined Authority Board, Committees or Sub-Committees they must declare personal interests and disclosable pecuniary interests not already notified in the register of interests as defined in the Members' Code of Conduct either at the start of the meeting, or otherwise as soon as the interest becomes apparent in the course of the meeting.
- 5.13.2 All Members and their Substitute Members, and Co-opted Members and their Substitute Members shall also complete a Declaration of Interest form.
- 5.13.3 In addition, where in relation to any meeting a Member has declared a disclosable pecuniary interest in a matter, the Member must leave the room for the duration of the discussion on that matter.

5.14 Rules of Debate

- 5.14.1 The Chair will be responsible for the management of the meeting and will introduce each item on the agenda in the order they appear on the agenda or such order as the Chair considers most effective for the conduct of the meeting.
- 5.14.2 The Chair may invite the Mayor (if in attendance) a Member or Officer to present the item for debate. An Officer includes a contractor for services whose work/contract is relevant to the item.
- 5.14.3 The Chair will decide the order in which speakers will be heard and may permit both Members and Officers to speak on the item.
- 5.14.4 Members will remain seated when speaking and must address the Chair.
- 5.14.5 Speeches must be directed to the subject under discussion or to a personal explanation or point of order.
- 5.14.6 The Chair shall at his discretion determine the time permitted for speeches and the number of speeches to be made by any Member or Officer.
- 5.14.7 A Member may move a motion without giving notice as required by paragraph 5.15 below based upon recommendations in a report or may move amended or alternative recommendations.
- 5.14.8 If an amendment is moved the mover of the original motion has the right of reply on the debate concerning the amendment.
- 5.14.9 The mover of the motion has a right of reply at the end of the debate immediately before it is put to the vote.

5.15 Motions Submitted in the Name of a Member

- 5.15.1 Any Member of the Board appointed by a Constituent Council or the Business Board may give notice of a motion for consideration at any ordinary meeting of the Combined Authority.
- 5.15.2 The Monitoring Officer shall only accept a notice of motion which relates to those matters for which the Combined Authority has powers, duties or responsibility, or which affect the area of the Combined Authority or part of it or its citizens. He/she shall keep a record of the date and time at which every motion is delivered to him/her.
- 5.15.3 The motion must not be:
 - (a) illegal, improper, defamatory, frivolous or offensive including if it makes unfair claims about Members of Combined Authority or Constituent Council staff;
 - (b) substantially the same as a motion which has been put at a meeting of the Combined Authority in the past year.
- 5.15.4 Unless the Chair of the Combined Authority Board is of the opinion that a motion should be considered as a matter of urgency, notice of every motion to be moved at any meeting of the Combined Authority Board shall be delivered to the Monitoring Officer in writing not later than 12:00 on the sixth working day before the day of the Combined Authority meeting, but not including the day of the meeting itself.
- 5.15.5 Motions will be listed on the agenda in the order of which notice is received by the Monitoring Officer unless the Member giving notice states that they propose to move it to a later meeting or withdraw it.
- 5.15.6 At the close of the debate on the motion, and immediately before it is put to the vote, the mover has a right of reply.
- 5.15.7 Where notice of a motion has been given and has been included on the agenda for a meeting of the Combined Authority, but the motion has not been moved and seconded (for whatever reason) that motion shall lapse.
- 5.15.8 Where a meeting of the Combined Authority is cancelled, postponed or adjourned to a later date any unconsidered motions will be considered at the next ordinary meeting of the Combined Authority Board or at a later meeting selected by the Member proposing the motion.

5.16 Amendments to Motions

5.16.1 An amendment shall be relevant to the motion and shall either:

- (a) refer the matter to the appropriate body or individual for consideration or reconsideration;
- (b) leave out words; or
- (c) insert or add words, as long as the amendment does not have the effect of negating the motion.

5.16.2 Under normal circumstances, only one amendment may be moved and discussed at a time, and no further amendment shall be moved until the amendment under discussion has been disposed of.

5.16.3 However, the Chair may permit two or more amendments to be discussed together (but not voted upon) if circumstances suggest that this course would facilitate the proper conduct of business and may direct the order in which such amendments are to be put to the vote.

5.16.4 If an amendment is not carried, other amendments may be moved to the original motion. If an amendment is carried, the motion as amended shall take the place of the original motion and shall become the substantive motion upon which any further amendment may be moved.

5.17 Voting

General Voting

5.17.1 Each voting Member shall have one vote. There shall be no casting vote. A “Member” includes:

- (a) the Mayor;
- (b) a Constituent Council Member or a Substitute Member acting in that Member’s place; and
- (c) a Member appointed from the Local Enterprise Partnership.

5.17.2 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.

5.17.3 If a vote is tied it is deemed not to have been carried.

5.17.4 If there is a deadlock, the matter shall be brought back to the next meeting of the Combined Authority Board.

5.17.5 The proceedings of the Combined Authority are not invalidated by any vacancy among its Members or Substitute Members or by any defect in the appointment or qualifications of any Member or Substitute Member.

5.17.6 If for any reason:

(a) the Mayor is unable to act, or the office of Mayor is vacant, and

(b) the deputy Mayor is unable to act, or the office of deputy Mayor is vacant, the other members of the combined authority must act together in place of the Mayor taking decisions by a simple majority.

Special Voting

5.17.7 A decision on a question relating to:

(a) amendments to the Constitution;

(b) determining a request by an organisation to become a Co-opted Member on the Combined Authority Board;

requires a vote in favour, by at least two-thirds of all Members (or their Substitute Members) present and voting.

5.17.8 A decision on a question relating to:

(a) the Transport Plan;

(b) any spending plans or plans for the allocation of transport-related funding;

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

5.18 Voting on the Mayoral Matters

5.18.1 A decision on a question relating to a proposal by the Mayor to exercise the general power of competence which involves:

- (a) property, rights and liabilities passing between the Combined Authority and any Constituent Authorities; or
- (b) the preparation and publication of the Mayor's strategy for spatial development in the Combined Authority area;

requires a unanimous vote by all Members of the Combined Authority appointed by the Constituent Councils (or their Substitute Members).

- (c) 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 (or their Substitute Members). The two-thirds must be present and voting.

5.19 Recorded Votes

- 5.19.1 A Member may ask prior to the vote or immediately after the vote is taken, that their vote is recorded in the minutes of the relevant meeting.
- 5.19.2 Where Members vote on the budget, the vote will be recorded.
- 5.19.3 On the request of any Member of the Authority, supported by two other Members appointed by separate Constituent Councils before a vote is taken, the voting on any question shall be recorded so as to show whether each Member present gave their vote for, abstained or against that question or did not vote

5.20 Voting on Appointments

- 5.20.1 If there are more than two people nominated for any position to be filled and there is not a clear majority of votes in favour of one person, then the name of the person with the least number of votes will be taken off the list and a new vote taken. The process will continue until there is a majority of votes for one person.

5.21 Minutes

- 5.21.1 The minutes of the proceedings of each meeting of the Combined Authority Board, or

any Committee or Sub-Committee of the Combined Authority Board, shall be retained by the Combined Authority and shall include the names of Members and Substitute Members present at any meeting.

- 5.21.2 The minutes must be signed at the next ordinary meeting of the Combined Authority by the Chair. No discussion shall take place upon the minutes except about their accuracy. Any signed minutes are to be received in evidence without further proof.
- 5.21.3 Until the contrary is proved a meeting of the Combined Authority Board or its Committees or Sub-Committees, a minute of whose proceedings has been signed in accordance with paragraph 5.21.2, is deemed to have been duly convened and held, and all the Members and Substitute Members present at the meeting are deemed to have been duly qualified.

5.22 Questions by the Public

- 5.22.1 Members of the public, who are residents of the Combined Authority area or work in the area, may ask questions of a Member of the Combined Authority at Combined Authority Board meetings, including at an Extraordinary Meeting, or at an Executive Committee. For Extraordinary Meetings, the question must relate to the item on the agenda.
- 5.22.2 Where there is an item on the agenda that in the opinion of the Chair has attracted significant public attendance, that matter shall normally be taken early in the agenda, unless the Chair agrees there is a compelling reason to do otherwise.
- 5.22.3 The Chair may agree that a member of the public asking a question do so via remote access technology. Where this access fails during a meeting, the Chair may elect to ask an Officer to read the question out, or the question to not be heard and for a written answer to follow.

5.23 Questions by the Members

- 5.23.1 The Overview and Scrutiny Committee has adopted a pre-scrutiny model whereby it meets before every Combined Authority Board meeting to scrutinise the Board's agenda. At this meeting, the Committee shall discuss and formally agree by means of a vote a list of questions to be raised at the next Combined Authority Board meeting following discussion with officers and relevant executive board members. The agreed list of questions shall be raised by the Chair, on behalf of the Committee, at the next Combined Authority Board meeting.
- 5.23.2 The agreed list of questions shall be raised by the Chair, on behalf of the Committee, at the next Combined Authority Board meeting; the questions must be acknowledged

and the Mayor will deal with the question or statement, or request that an appropriate Member or Officer reply orally. If this is not possible, the Overview and Scrutiny Committee will be provided with a written answer within ten working days.

- 5.23.3 Members of Constituent Councils should submit any questions on items on the Combined Authority Board agenda to the Overview and Scrutiny Committee scrutinising that Board agenda. Requests to speak at meetings of the Combined Authority Board on items on the Board's agenda will then be at the discretion of the Mayor.
- 5.23.4 Members of Constituent Councils may also ask questions of a Member of the Combined Authority at executive committees.
- 5.23.5 Members of Constituent Councils may ask questions of a Member of the Combined Authority at a Combined Authority Board meeting which do not relate to an item on the Combined Authority Board agenda, including at an Extraordinary Meeting, provided the question is not substantially the same as a question which has been put to the Board by the Chair of the Overview and Scrutiny Committee or one of its Executive Committees, and in relation to an Extraordinary Meeting that it relates to an item on the agenda.

5.24 Time Limit

- 5.24.1 The total time allocated for questions by the public and Members shall normally be limited to a maximum of 30 minutes, but the Chair shall have the discretion to add a further 15 minutes.

5.25 Order of Questions

- 5.25.1 Questions raised by the Chair of Overview and Scrutiny Committee will be taken first at the relevant item followed by questions submitted by the public. Priority will be given to questions on items on the agenda for the meeting, or issues where decisions are expected before the next meeting. Questions will be taken at the meeting in the order in which they were received.

5.26 Notice of Questions

- 5.26.1 A question may only be asked if it has been submitted in writing or by electronic mail to the Monitoring Officer no later than midday three working days before the day of the meeting. Each question must give the name and address and contact details of the questioner, the name of the organisation if the question is being asked on their behalf, details of the question to be asked, and the name of the Member of the

Combined Authority Board to whom it is to be put.

5.27 Number of Questions

5.27.1 At any one meeting no person may submit more than one question.

5.28 Scope of Questions

5.28.1 If the Monitoring Officer considers a question:

- (a) is not about a matter for which the Combined Authority has a responsibility, or which affects its area;
- (b) is illegal, improper, defamatory, frivolous or offensive including if it makes unfair claims about Members of the Combined Authority or Combined Authority staff;
- (c) is substantially the same as a question which has been put at a meeting of the Combined Authority Board or an executive committee in the past year;
- (d) is substantially the same as a question which has been put at a meeting of the Combined Authority Board by the Chair of the Overview and Scrutiny Committee; or
- (e) requires the disclosure of confidential or exempt information

they will inform the Chair who will then decide whether or not to reject the question.

5.29 Record of Questions

- 5.29.1 The Monitoring Officer shall record the question and will immediately send a copy to the Member to whom it is to be put. Rejected questions will be recorded including the reasons for rejection.
- 5.29.2 Written answers will be provided after the meeting to the person who submitted the question. Copies of all questions will be circulated to all Members. Questions and answers will be added to the Combined Authority website.

5.30 Asking the Question at the Meeting

- 5.30.1 The Chair will invite the questioner to put the question to the Member named in the notice. Up to two minutes are allowed for putting the question. Subject to the exception at 5.22.3 above, if a questioner who has submitted a written question is then unable to be present, they can ask for a written response or that their question be read out by the clerk. No debate will be allowed on the question or response.

5.31 Supplementary Questions

- 5.31.1 Unless due to time shortage and the need to answer other questions means there is insufficient time for supplementary questions, a questioner may also put one supplementary question without notice to the Member who has replied to his or her original question. A supplementary question must arise directly out of the original question or the reply and must not introduce new material. One minute is allowed for putting the supplementary question.

5.32 Answers

- 5.32.1 Up to two minutes are allowed for answering a question or supplementary question. Any question which cannot be dealt with because of lack of time will be dealt with by a written answer.

5.33 Questions by Combined Authority Board Members

On Reports or Minutes of the Combined Authority Board or Committees

- 5.33.1 A member of the Board may ask the Mayor, another Combined Authority Board Member or the Chair of a committee, a question without notice when that item is under consideration by the Combined Authority Board, or upon any minute of a meeting of that forum which has been published since the last meeting of the Board.

Written Questions on Notice at Combined Authority Board

- 5.33.2 Subject to Rule 5.33.5, a member of the Board may ask the Mayor, a member of the Combined Authority Board, The Chair of any committee or sub-committee, Lead Members; or the Chair of (or other member representing) any other forum in relation to which the Combined Authority has powers or duties or which affect the area of the Authority.

Questions Set Out in the Agenda

- 5.33.3 Questions for which notice has been given will be listed on the agenda in the order in which notice was received, unless a member submits more than one question, or the member giving notice states, in writing, that they propose to move it to a later meeting or withdraw it.
- 5.33.4 Where a member submits more than one question, other questions from other members will be asked before their second question.

Notice of Questions

- 5.33.5 A member may only ask a question under 5.33.2 if either:
- They have given at least four clear working days' notice in writing of the question to the Monitoring Officer; or
 - The question relates to urgent matters and they have the consent of the Mayor or the Deputy mayor acting in place of the mayor and the content of the question is given to the Monitoring Officer by 9.00am on the day of the meeting.

Question and Response

- 5.33.6 Each question shall be put and answered in turn without discussion. The question should be put within one minute and the response should not exceed two minutes.
- 5.33.7 A Member may submit no more than two written questions for a meeting. An unanswered question will receive a written answer circulated later to the questioner.
- 5.33.8 An answer may take the form of:
- A direct oral answer;
 - Where the desired information is in a publication of the Combined Authority or other published work, a reference to that publication; or
 - Where the reply cannot be conveniently given orally, a written answer circulated later to the questioner.

Supplementary Question

- 5.33.9 A member asking a question under Rule 5.33.2 may ask one supplementary question without notice of the Member to whom the first question was asked which shall be put and answered without discussion. The supplementary question must

arise directly out of the original question or the reply and can only be asked by the original questioner.

Time Limit

- 5.33.10 The time allocated for questions on notice under Rule 5.33.2 shall be no more than 15 minutes (subject to the Mayor's discretion to extend this period). A question in progress, on reaching the time limit will be permitted to continue at the discretion of the Mayor.

5.34 Petitions from the Public

- 5.34.1 Petitions with at least 500 signatures may be presented to the Combined Authority Board. The person presenting the petition will be allowed to address the meeting briefly (not exceeding three minutes) to outline the aims of the petition. The Chair will refer the matter to another appropriate body or to the Chief Executive, unless a relevant item appears elsewhere on the agenda.
- 5.34.2 A petition should be received by the Monitoring Officer no later than midday three working days before the day of the meeting.

5.35 Attendance by committee or subcommittee chairs

- 5.35.1 The Chair of any of the Authority's committees or sub-committees may be invited to attend and speak at any meeting of the Authority to:
- present any reports or recommendations of that committee or sub-committee; or
 - answer questions about any matter set out in the minutes of that committee or sub-committee; or
 - contribute to discussion about any matter which is relevant to the functions discharged by the committee or sub-committee of which they are Chair.

5.36 Conduct at Meetings: Member not to be Heard Further

- 5.36.1 If a Member persistently disregards the ruling of the Chair by behaving improperly or offensively or deliberately obstructs business, the Chair or another Member may move that the Member not be heard further. If seconded, the motion will be voted on without discussion.

5.37 Conduct at Meetings: Member to Leave the Meeting

- 5.37.1 If the Member continues to behave improperly after such a motion is carried, the Chair or another Member may move that either the Member leaves the meeting or that the meeting is adjourned for a specified period. If seconded, the motion will be voted on without discussion.

5.38 Conduct at Meetings: General Disturbance

- 5.38.1 If there is a general disturbance making orderly business impossible, the Chair may adjourn the meeting for as long as he or she thinks necessary.

5.39 Conduct at Meetings: Removal of a Member of the Public

- 5.39.1 If a member of the public interrupts proceedings, the Chair will warn the person concerned. If they continue to interrupt, the Chair will order their removal from the meeting room.

5.40 Conduct at Meetings: Clearance of Part of a Meeting Room

- 5.40.1 If there is a general disturbance in any part of the meeting room open to the public, the Chair may call for that part to be cleared.

5.41 Suspension of Procedure Rules

- 5.41.1 All of these procedure rules except those provided for in statute may be suspended by motion on notice or without notice. Suspension can only be for the duration of the meeting and requires a two-thirds majority of those present and voting.
- 5.41.2 The Protocol on the Webcasting of Meetings which can be found in Chapter 19: Policies and Protocols, Appendix 7 shall apply to the webcasting of the meetings of the Combined Authority and its committees.

5.42 Photography, Audio/Visual Recording of Meetings and Blogging/Tweeting

- 5.42.1 Please see Chapter 10: Access to Information, Information Governance, Data Protection and Complaints.
- 5.42.2 The proceedings of the Authority are not invalidated by any vacancy among its Members or any defect in the appointment or qualifications of any Member.

5.43 Strategic Policy Debates

- 5.43.1 The Mayor, after consultation with the Chair, Board Members, Lead Members, Chairs of the Overview and Scrutiny Committee, Audit and Governance Committee and the Group Leaders, shall identify those issues of strategic policy which shall be the subject of debate by the Combined Authority.
- 5.43.2 A meeting which could also take place remotely can be scheduled to debate these policies.
- 5.43.3 The conduct of strategic policy debates shall be regulated by the Mayor, subject to the following guidelines:
 - 5.43.3.1 The policy must relate to the Authority's powers or duties or be matters that affect its residents.
 - 5.43.3.2 All members will, wherever possible, receive a briefing paper in advance of the meeting on the policy to be subject of debate.
 - 5.43.3.3 (Rules of Debate) shall not apply during strategic policy debates but the time allowed for the debate shall not normally exceed 45 minutes.
 - 5.43.3.4 The Chief Executive, after consultation with the Mayor, shall be authorised to invite representatives of constituent authorities or of partner organisations to participate in the debate, as appropriate.
 - 5.43.3.5 No formal decisions shall be taken upon the matter under consideration but the views and conclusions of the Board upon the matter shall be forwarded to the relevant body responsible for policy development/review, as appropriate.
 - 5.43.3.6 This meeting can take place remotely.

CHAPTER 6: DECISION-MAKING

6.1 Introduction

6.1.1 All decisions of the Authority should be made in accordance with the following principles:

- (i) proportionality (meaning the action must be proportionate to the results to be achieved);
- (ii) due consultation (including the taking of relevant professional advice);
- (iii) respect for human rights;
- (iv) presumption in favour of openness and complete transparency and an expectation that reports will be drafted so that, wherever practicable, any exempt information is extracted and placed in a separate appendix in order that the remainder of the report may be considered in open session;
- (v) clarity of aims and desired outcomes;
- (vi) due consideration to be given to all options to guard against any form of predetermination in any decision-making process; and
- (vii) The public sector equality duty
- (viii) Consideration of the outcome of any consultation;
- (ix) Only relevant matters to be taken into account.
- (x) Due weight to be given to all material considerations;
- (xi) Lawfulness and financial propriety, and
- (xii) All decisions should be evidence-based.

6.2 Scrutiny of Decisions

6.2.1 An Overview and Scrutiny committees has been appointed by the Authority to scrutinise decisions taken by the Executive. The responsibilities and terms of reference of this committees are described in Chapter 14 of the constitution. The Overview and Scrutiny committee will follow the Overview and Scrutiny Procedure Rules set out in Chapter 14.

6.3 Key Decisions

6.3.1 A “key decision” means a decision, which in the view of the Overview and Scrutiny Committee is likely to:

- (a) result in the Combined Authority spending or saving a significant amount, compared with the budget for the service or function the decision relates to; or
- (b) 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.

6.3.2 When assessing whether or not a decision is a key decision, Members must consider all the circumstances of the case. However, a decision which results in a significant amount spent or saved will not generally be considered to be a key decision if that amount is less than £500,000.

6.3.3 A key decision which is considered to have a 'significant' effect on communities should usually be of a strategic rather than operational nature and have an outcome which will have an effect upon a significant number of people living or working in the area and impact upon:

- (a) the amenity of the community or;
- (b) quality of service provided by the Authority

6.3.4 Subject as below, a key decision may not be taken by the decision maker unless:

- (a) it is in the Forward Plan on the Combined Authority's website;
- (b) at least 28 clear days' notice has been given, or if this is impracticable, the decision has complied with the provisions set out in paragraph 6.3 or 6.4 below as they may apply; and
- (c) notice of the meeting has been given in accordance with these rules.

6.4 The Forward Plan

6.4.1 The Forward Plan will be prepared by the Mayor in consultation with the Chief Executive and published by the Monitoring Officer at least 28 clear days before the date of the meeting to which it refers.

6.4.2 The Forward Plan will include matters which are key decisions to be taken by the

Combined Authority, its Committee or Sub-Committees, the Mayor, an Officer, or a Joint Committee when discharging their functions. It will include in so far as the information is available or might reasonably be obtained:

- (a) that a key decision is to be made on behalf of the Combined Authority;
- (b) the matter about which a decision is to be made; where the decision taker is an individual, his/her name and title, if any; and, where the decision taker is a body, its name and details of its membership;
- (c) the date on which, or period within which, the decision will be taken;
- (d) a list of the documents submitted to the decision maker for consideration about that matter;
- (e) the address from which copies of any document listed is available, subject to any prohibition or restriction on their disclosure;
- (f) that other documents relevant to those matters may be submitted to the decision maker; and
- (g) the procedure for requesting details of those documents (if any) as they become available;
- (h) whether the decision proposed to be taken will include confidential or exempt information and require the meeting to be private to consider the item, either in full or in part, and the relevant exemption category.

- 6.4.3 Where any matter involves the consideration of exempt information or confidential information (as defined above) or the advice of a political adviser or assistant, a summary of the matter shall be included in the Forward Plan but the exempt or confidential information or the advice, as the case may be, need not be included.

6.5 General Exception

- 6.5.1 Where publication of the intention to make a key decision is impractical, the decision may still be taken if:

- (a) the Monitoring Officer has informed the Chair of the Overview and Scrutiny Committee (or if there is no such person, each Member of the Overview and Scrutiny Committee) by written notice of the matter to which the decision is to be made, including why compliance with the requirement to provide at least 28 clear days' notice was not practical in that case;
- (b) the Monitoring Officer has made copies of that notice available to the public at the Combined Authority's office and its website, and
- (c) at least five clear days have elapsed since the Monitoring Officer complied with (a) and (b) above.

6.6 Special Urgency Decision

- 6.6.1 Where the date by which a key decision must be taken means the General Exception rule cannot be followed, then the decision can only be taken where the decision maker has obtained agreement from:

- (a) the Chair of the Overview and Scrutiny Committee; or
- (b) if there is no such person or the Chair of the Overview and Scrutiny Committee is unable to act, then the agreement of the Chair of the Combined Authority Board; or
- (c) where there is no Chair of either, the Vice-Chair of the Board;

that the making of the decision is urgent and cannot reasonably be deferred.

- 6.6.2 As soon as reasonably practicable after agreement has been given, a notice must be available to the public at the Combined Authority's Offices and on its website, setting out the reasons for urgency and why the decision could not reasonably be deferred.

6.7 Recording of Decisions Made by Officers and the Mayor

- 6.7.1 Where an officer or the Mayor makes a decision, including under specific delegation from a meeting of a decision-making body, the effect of which is:

- (a) to grant a permission or licence;

(b) to affect the rights of an individual; or

(c) to award a contract or incur expenditure which, in either case, materially affects the Combined Authority's financial position,

6.7.2 The decision-making officer must produce a written record of the decision as soon as reasonably practicable after the decision has been made which must contain the following information:

(a) the date the decision was taken

(b) a record of the decision taken along with reasons for the decision

(c) details of alternative options, if any, considered and rejected; and

(d) where the decision was made under specific delegation from a decision-making body, the names of any member of the relevant body who has declared a conflict of interest in relation to the decision.

6.7.3 The Combined Authority has determined that where the effect of an officer decision is to award a contract or incur expenditure, the value of the contract or expenditure above which it is to be considered as materially affecting the Combined Authority's position is to be £250,000.

6.7.4 The duty imposed by Procedure Rule 6.5.1 above is satisfied where, in respect of a decision, a written record, containing the date the decision was taken and the reasons for the decision, is already required to be produced in accordance with statute, and the duty does not require administrative and operational decisions to be recorded.

6.7.5 All written records produced in accordance with Procedure Rule 6.5.1 above, together with any background papers, must as soon as reasonably practicable after the record is made, be made available for inspection by members of the public:

(a) at all reasonable hours, at the offices of the Combined Authority; and

(b) on the Combined Authority's website.

6.7.6 All written records produced in accordance with Procedure Rule **16.1** above must be

retained and made available for inspection by the public for a period of six years beginning with the date on which the decision, to which the record relates, was made.

- 6.7.7 Any background papers must be retained and made available for inspection by the public for a period of four years beginning with the date on which the decision, to which the background papers relate, was made.
- 6.7.8 Nothing in Procedure Rules 6.5.1 to 6.5.7 requires the disclosure of exempt or confidential information.

6.8 Budget Framework Procedure Rules

Introduction

- 6.8.1 The Budget Framework is the name given to the procedures that must be followed before the budget is finally approved. These rules set out how the Combined Authority will make decisions on the budget.
- 6.8.2 Once the budget is in place it is the responsibility of the Combined Authority Board or the Mayor to implement.
- 6.8.3 The Budget Framework will comprise the following:

Mayor's General Functions Budget

- 6.8.4 The costs of the Mayor that are incurred in, or in connection with, the exercise of Mayoral functions is to be met from precepts issued by the authority under section 40 of the 1992 Act, unless funded from other sources.
- 6.8.5 The Mayor may make a bid for gain share funds as part of his/her proposed budget which may or may not be agreed by the Combined Authority Board.
- 6.8.6 The Mayor must, before 1 February in any financial year, notify the Combined Authority of the Mayor's draft budget in relation to the following financial year.
- 6.8.7 The draft budget must:

- (a) set out the Mayor's spending plans and how the Mayor intends to meet the costs of the Mayor's general functions; and
- (b) include the relevant amounts and calculations.

- 6.8.8 The Combined Authority Board must review the Mayor's draft budget and may make a report to the Mayor on the draft budget. Any report:



- (a) must set out whether or not the Combined Authority would approve the draft budget in its current form; and
 - (b) may include recommendations, including recommendations as to the relevant amounts and calculations that should be used for the financial year.
- 6.8.9 The Mayor's draft budget shall be deemed to be approved by the Combined Authority unless the Board makes a report to the Mayor before 8 February.
- 6.8.10 Where the Combined Authority Board makes a report, it must specify a period of at least five working days beginning on the day after the day on which the Mayor receives the report within which the Mayor may:
 - (a) decide whether or not to make any revisions to the draft budget; and
 - (b) notify the Combined Authority Board of the reasons for that decision and, where revisions are made, the revised draft budget.
- 6.8.11 When the period specified by the Combined Authority Board in paragraph 6.6.10 above has expired the authority must determine whether to:
 - (a) Approve the Mayor's draft budget (or revised draft budget); or
 - (b) veto the draft budget (or revised draft budget) and approve the Mayor's draft budget incorporating the Combined Authority's recommendations contained in the report to the Mayor.
- 6.8.12 The Mayor's draft budget (or revised draft budget) shall be deemed to be approved unless vetoed within the period of five working days beginning with the day after the date on which the period specified in 6.6.10 above expires.
- 6.8.13 Any decision to veto the Mayor's draft budget (or draft revised budget) and approve the Mayor's draft budget incorporating the Combined Authority's recommendations contained in the report to the Mayor must be decided by a two-thirds majority of the Members, or Substitute Members acting in their place, of the Combined Authority Board present and voting on the question at a meeting of the authority.
- 6.8.14 Where the Mayor has failed to notify the Combined Authority Board of the Mayor's draft budget before the 1 February, then the Combined Authority Board must determine the relevant amounts and calculations that are to be used for the financial year.

- 6.8.15 Any decision under 6.6.14 above must be decided by a two-thirds majority of the Members, or Substitute Members acting in their place, of the Combined Authority Board present and voting on the question at a meeting of the Board.
- 6.8.16 Immediately after any vote is taken, there must be recorded in the minutes of the proceedings of that meeting the names of the persons who cast a vote for the decision or against the decision or who abstained from voting.

Mayor's General Fund

- 6.8.17 The Mayor must keep a fund (to be known as the Mayor's general fund) in relation to receipts arising, and liabilities incurred, in the exercise of the Mayor's general functions.
- 6.8.18 All of the Mayor's receipts in respect of the exercise of the Mayor's general functions must be paid into the Mayor's general fund.
- 6.8.19 All of the Mayor's expenditure in respect of the exercise of the Mayor's general functions must be paid out of the Mayor's general fund.
- 6.8.20 The Mayor must keep accounts of payments made into or out of the Mayor's general fund.

Combined Authority Budget

- 6.8.21 Each year, the Chief Executive and Chief Finance Officer shall prepare a draft budget for the Combined Authority, consistent with statutory requirements and principles of sound financial management. The draft Budget shall include all aspects of Combined Authority expenditure and income for the forthcoming financial year, irrespective of the source of income, and of the powers under which expenditure is brought forward. The draft Budget shall also be prepared in the context of the Investment Plan.
- 6.8.22 If any part of the draft Budget proposes expenditure incurred in, or in connection with, the exercise of Mayoral functions defined under the [Combined Authorities \(Finance\) Order 2017](#), which cannot be met through other sources, and where this position is confirmed by the Monitoring Officer and Chief Finance Officer, the draft Budget may set out a proposal to precept the constituent authorities, under section 40 of the Local Government Finance Act 1992. Otherwise, the draft Budget shall confirm that a precept is not proposed.
- 6.8.23 The draft Budget shall be submitted to the Combined Authority Board for consideration and approval for consultation purposes only, before the end of December each year. The Combined Authority Board will also agree the timetable for consultation and those to be consulted. The consultation period shall not be less than four weeks, and the consultees shall include Constituent Authorities, the Local



Enterprise Partnership and the Overview and Scrutiny Committee.

- 6.8.24 Before 1 February, having taken into account the draft Budget, the consultation responses, and any other relevant factors, the proposed budget for the following financial year, including the Mayor's budget, shall be submitted to the Combined Authority Board.
- 6.8.25 Within five working days, the Combined Authority Board shall meet to consider the Budget. A report may be agreed by a majority of the Combined Authority to:
- (a) approve the budget as proposed; or
 - (b) propose amendments to the budget; and
 - (c) if amendments are proposed to the Mayor's budget, agree a date, at least five working days from the date the report is published, for a further meeting to re-consider the budget.

Mayor's Consideration of Report

- 6.8.26 If the Board propose changes to the Mayor's budget, the Mayor shall publish a report in advance of the meeting responding to the proposals set out by the Combined Authority Board. The report may support some or all of the proposals made by the Board with reasons why the Mayor supports or rejects those proposals. The draft budget shall be amended to reflect any proposals which are supported by the Mayor.

Combined Authority Board's Decision on Budget

- 6.8.27 The draft Budget shall be further considered at the meeting established under 6.6.25 (c) above. A two-thirds majority of the Members (six Members), or Substitute Members acting in their place, of the Combined Authority Board present and voting on the question may decide to reject the Mayor's budget and approve the draft Budget incorporating the Combined Authority's recommendations contained in the report to the Mayor. Otherwise, the draft budget is approved.
- 6.8.28 Immediately after any vote is taken at a meeting established under 6.6.25 (c), there must be recorded in the minutes of the proceedings of that meeting the names of the persons who cast a vote for the decision or against the decision or who abstained from voting.
- 6.8.29 A notice of the decision will be prepared by the Chief Finance Officer and given to each Constituent Authority.

Decisions that Contravene the Budget or the Plans or Strategies in the Policy Framework

- 6.8.30 Financial Regulations contain provisions allowing virement. Subject to those provisions, the Mayor, the Combined Authority Board, Committees of the Combined Authority Board and/or any Officers or Joint Committees discharging functions are only authorised to take decisions in line with the approved Budget and/or the approved plans or strategies in the Policy Framework set out in [Chapter 4 - Combined Authority Board Functions](#), paragraph 1. Only the Combined Authority Board can take a decision that wholly or in part does not accord with the approved Budget or plans or strategies in the Policy Framework.
- 6.8.31 Decision makers must take the advice of the Monitoring Officer and/or Chief Finance Officer where it appears to them that a decision they wish to make would be contrary to the approved plans or strategies in the Policy Framework or not wholly in accordance with the approved Budget. Where advice is given that the decision would be contrary to the approved plans or strategies in the Policy Framework or not wholly in accordance with the Budget then that decision must be referred to the Combined Authority Board.
- 6.8.32 Decisions of the Combined Authority Board, its Committees, Sub- Committees or a Joint Committee or Officers, must be in line with the policies set by the Combined Authority Board. These decision makers may only make changes to any of the policies in the Policy Framework in the following circumstances:
- (a) where the Combined Authority has a budgetary constraint and changes are made to the policies in the Policy Framework to meet that constraint. This may involve the closure or discontinuance of a service;
 - (b) changes necessary to ensure compliance with the law, ministerial direction or government guidance; or
 - (c) changes to a policy which would normally be agreed annually or periodically by the Mayor or Combined Authority Board following consultation, but where the existing policy document is silent on the matter under consideration.

CHAPTER 7: BOARDS AND COMMITTEES

7.1 Procedure Rules of Executive Committees

7.1.1 Access to Meetings

- 7.1.1.1 The rules outlined in [Chapter 10 – Access to Information, Information Governance, Data Protection and Complaints](#) apply to all committees, sub-committees and joint committees. -

7.1.2 Membership

- 7.1.2.1 The membership of committees is set out in its terms of reference.
- 7.1.2.2 If a member fails throughout a period of six consecutive months from the date of their last attendance to attend any meeting of the committee, then, subject to certain exceptions, they cease to be a member of the committee.
- 7.1.2.3 A person will cease to be a member or a substitute member of an Executive Committee if they cease to be a Member of the Constituent Council that nominated or appointed them. The Combined Authority Board Member shall appoint or nominate a replacement as soon as possible.
- 7.1.2.4 A member or substitute member may resign by giving written notice to the Monitoring Officer, and the resignation takes effect on the receipt of the notice.
- 7.1.2.5 The relevant Combined Authority Board Member shall at any time be entitled to terminate the appointment of a member or substitute member nominated by them and replace that member or substitute Member.
- 7.1.2.6 The Combined Authority Board Member must give written notice of the new nomination and the termination of the previous nomination to the Monitoring Officer. The termination will take effect immediately.
- 7.1.2.7 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 Combined Authority Board Monitoring Officer and shall be reported to the following of the Board for ratification.

7.1.3 Quorum

- 7.1.3.1 No business is to be transacted at a meeting of the Committee unless at least two-thirds of the total number of Members on the Committee are present.

7.1.4 Chair and Vice-Chair

- 7.1.4.1 The Combined Authority Board shall appoint the Chair on the recommendation of the Mayor and they shall be the lead member for the functions of the committee. The Chair shall be selected from one of the seven constituent council representatives on the committee or the Mayor. No vice-chair shall be appointed. The committee shall appoint a chair for the meeting when the chair is absent.
- 7.1.4.2 Lead members have a strategic role in leading the development of future policy and budget allocations for approval at the Board or the committee. They work directly with officers to give guidance in the development of future policy. A chair shall fulfil this same role and has an additional responsibility of chairing a committee to operate within the agreed delegations for matters approved by the Board.

7.1.5 General Voting

- 7.1.5.1 Each voting Member shall have one vote. There shall be no casting vote. A “Member” includes:
- (a) the Mayor (or deputy Mayor acting in his/her place) where the Mayor has accepted an appointment on the committee; and
 - (b) a Constituent Council Member (or his/her nominee) or a Substitute Member acting in that Member’s place.
- 7.1.5.2 Except decisions to which special voting arrangements apply, all decisions of the committee 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.
- 7.1.5.3 If a vote is tied it is deemed not to have been carried.
- 7.1.5.4 If there is a deadlock, the matter shall be referred up to the next meeting of the Combined Authority Board.
- 7.1.5.5 The proceedings of the committee are not invalidated by any vacancy among its Members or Substitute Members or by any defect in the appointment or qualifications of any Member or Substitute Member.
- 7.1.5.6 If for any reason:
- (a) the Mayor is unable to act or the office of Mayor is vacant, and



(b) the deputy Mayor is unable to act or the office of deputy Mayor is vacant,

or

(c) the Mayor has decided not to take place on a committee the other members of the combined authority must act together in place of the Mayor taking decisions by a simple majority.

7.1.6 Special Voting

7.1.6.1 Special voting arrangements are set out, Chapter 5 paragraph 5.17.7 – 5.17.8 of the constitution.

7.1.6.2 A decision on a question relating to:

(a) the Transport Plan;

(b) any spending plans or plans for the allocation of transport-related funding;

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.

7.1.7 Recorded Votes

7.1.7.1 A Member may ask immediately after the vote is taken, that their vote is recorded in the minutes of the relevant meeting.

7.1.8 Reference up to the Combined Authority Board

7.1.8.1 Where a majority of members consider appropriate, a matter on the agenda may be referred for decision by the Combined Authority Board. The report together with the committee's recommendations will be placed on the agenda of the next meeting of the Combined Authority Board for decision.



7.1.9 Minutes and Call-in of Committee Decisions

- 7.1.9.1 The Monitoring Officer shall publish details of decisions of the committee on the Combined Authority website and to all Members of the Committee, the Board Members and the Overview and Scrutiny Committee. Where the decision is made at a meeting, this shall be no later than the close of business on the third clear working day following the day of the meeting at which the decision was made.
- 7.1.9.2 Three Members of the Board may call-in a decision of the committee by notifying the Monitoring Officer. The power to call in an executive decision should only be used in exceptional circumstances. The decision will not be implemented and will be referred to the Combined Authority Board for review and decision.
- 7.1.9.3 On receipt of a call-in request, the Monitoring Officer shall:
- (a) notify the Mayor, Members of the Combined Authority Board, Members of the Committee and Members of the Overview and Scrutiny Committee, of the call-in; and
 - (b) either call a meeting of the Board or refer the matter to the next scheduled Board meeting.
- 7.1.9.4 The Overview and Scrutiny Committee shall have five days after publication of the committee's decisions to call-in a key decision, in accordance with the Overview and Scrutiny Committee's call-in arrangements set out in Chapter 14: Overview and Scrutiny Committee.
- 7.1.9.5 An Executive decision (if not yet implemented) is subject to call-in when made by:
- (a) the Board as a whole body;
 - (b) A committee or subcommittee
 - (c) an Officer with delegated authority from the Board;
- and the decision has been published on the Combined Authority's website and made available at the main offices of the Combined Authority. The Record of Decision will bear the date on which it is published and, subject to general exceptions, will specify the date on which the decision will come into force, and may then be implemented unless the decision is called in.

7.1.9.5 During the period between the decision being made and coming into force, any request for the call-in must include the detailed reasons/grounds for the Call-In. The member will provide:

- Details of the decision to be called in
- Which of the principles of decision making have not been followed and in what way(s)
- The names of the councillors requesting the call-in
- The action already taken to resolve the matter, including representations made to the decision maker

7.1.9.6 The grounds in support of a request for 'call in' are:

- a) Inadequate consultation
- b) Inadequate evidence
 - c) Decision outside the Budget and Policy Framework
- d) Decision not proportionate to the desired outcome
 - e) Decision open to challenge on human rights
 - f) Insufficient Legal, governance and financial consideration
 - g) Decision not within the power of the Decision maker
- h) The 'call in' request would need to demonstrate that it is reasonable to 'call in' the decision and it is for the Chairman of Overview and Scrutiny to assess what is reasonable.
- i) The member must confirm that they have considered the principles of decision making in the constitution

7.1.9.7 Upon receipt of the call-in request, the Monitoring Officer shall consult with the Chair, or Vice Chair of the Overview and Scrutiny Officer in their absence and shall determine whether or not the call-in is in accordance with the requirement of these rules.

7.1.9.8 If the call-in is accepted, the decision will be put on hold pending a decision of the Board.

7.1.9.9 If the call-in is not accepted, the Monitoring officer will provide reasons for the refusal to the member(s) requesting the call-in.

- 7.1.9.10 The Monitoring Officer will provide a report for the meeting in respect of the call-in which will include the procedure for the call-In hearing.

Exemption from Call-in

- 7.1.9.11 A matter may not be Called-in if it has already been considered by the Scrutiny Committee or if the decision is urgent and any delay would prejudice the interest of the council or the public in the opinion of the Monitoring Officer.
- 7.1.9.12 A decision will relate to a matter which is urgent if any delay caused by the Call-In process would:
- (a) be highly likely to result in the Council incurring significant additional expenditure or loss of significant additional income; or
 - (b) be highly likely to result in significant damage to the Council's reputation; or
 - (c) prevent the Council from meeting its legal obligations.
- 7.1.9.13 The Overview and Scrutiny Committee will take precedence over the Board in the matter of a call-in. The Overview and Scrutiny Committee is the committee statutorily responsible to Review or scrutinise actions taken or decisions made by the authority.

7.1.10 Application of Chapter 5 [Standing Orders] to Executive Committees

- 7.1.10.1 The following rules from Chapter 5 [Standing Orders] shall apply to the meetings of Executive Committees with any necessary modification - Rule 5.4 [Ordinary Meetings and Urgency], Rule 5.7 [Notice of Meetings and Agendas], Rule 5.8 [Public Access], Rule 5.9 [Attendance], Rule 5.10 [Notice of Substitute Members], Rule 5.13 [Declaration of Interests], Rule 5.14 [Rules of Debate], Rule 5.21 [Minutes], Rule 5.22 [Questions by the Public] [not including rules on Petitions from the public], Rule 5.23 [Questions by Members], Rule 5.34-5.38 [Conduct at Meetings] and Rule 5.40 [Photography, Audio/Visual recording of Meetings and Blogging/Tweeting].

7.2 Transport and Infrastructure Committee

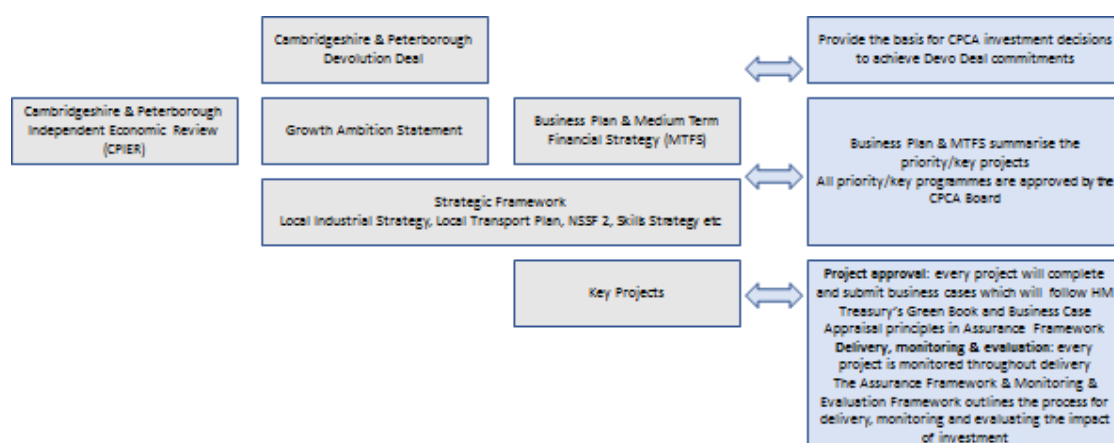
7.2.1 Governance

- 7.2.1.1 The Combined Authority has appointed a Transport and Infrastructure Committee. The committee is an executive committee of the Combined Authority Board. It takes decisions within the strategic and

budgetary framework agreed by the Combined Authority Board.

7.2.2 Introduction

- 7.2.2.1 The Transport and Infrastructure Committee operates within the terms agreed by the Combined Authority Board.
- 7.2.2.2 The Combined Authority Board retains responsibility for agreeing its strategies, key priorities and the budget as set out in Chapter 4 of the Constitution (for example Annual Business Plan, Medium Term Financial Strategy Local Transport Plan and Bus Strategy). These are known as 'reserved matters' or "the budget and policy framework".
- 7.2.2.3 The committee has responsibility for agreeing transport and infrastructure programmes and projects within the budget and policy framework.
- 7.2.2.4 The committee shall have responsibility for ensuring all programmes and projects comply with the Assurance Framework, and that they are monitored and evaluated in accordance with the Monitoring and Evaluation Framework.
- 7.2.2.5 The committee can initiate proposals for the Combined Authority Board to consider.
- 7.2.2.6 The committee shall apply the weighted voting rights that the Combined Authority Board applies to transport matters as set out in the committee procedure rules.
- 7.2.2.7 The budget and policy framework is summarised below:



7.2.3 Terms of Reference

Functions

- 7.2.3.1 The Transport and Infrastructure Committee may make recommendations on the following matters to the Combined Authority Board (reserved matters):

- (1) The Local Transport Plan
- (2) Bus Strategy
- (3) Transport budget, including any transport levy
- (4) Annual programme of strategic transport projects
- (5) Creation of the key route network
- (6) Delegation of passenger transport functions to delivery partners,
- (7) Business Cases for key priority projects identified in the Business Plan, or
- (8) Any other matters reserved to the Combined Authority Board

7.2.3.2 The committee shall exercise the Combined Authority's functions for the following:

- 7.2.3.2.1 Oversee the development and maintenance of the Local Transport Plan and Bus Strategy and any other key strategies reserved to the Combined Authority Board, including overseeing consultation and engagement processes, and making recommendations to the Board.
- 7.2.3.2.2 Oversee the development of all business cases for key priority projects as identified in the Business Plan. All business cases for priority projects require Cambridgeshire and Peterborough Combined Authority Board approval.
- 7.2.3.2.3 Approve the commissioning of feasibility studies to be funded from the transport feasibility study fund. This is unallocated budget for in- year determination of spend.
- 7.2.3.2.4 Ensure all programmes and projects are within the scope of the strategic and budget framework approved by the Board.
- 7.2.3.2.5 Oversee the development and approve transport policies and programmes not reserved to the Combined Authority Board.
- 7.2.3.2.6 When appropriate, ensure effective engagement and consultation is in place and can be evidenced.
- 7.2.3.2.7 Approve the commissioning of delivery partners where this is required and authorise the staged release of budget for transport and infrastructure projects in the Business Plan and funded from allocation within the Medium Term Financial Plan.
- 7.2.3.2.8 Monitor the delegation of passenger transport functions to delivery partners.
- 7.2.3.2.9 Ensure all programmes and projects comply with the Assurance Framework and are monitored and evaluated in line with the Monitoring and Evaluation Framework.
- 7.2.3.2.10 Monitor agreements with the Minister or strategic highways



companies for the exercise of functions relating to the strategic network.

7.2.3.2.11 Oversee strategic relationships with national bodies (Network Rail), utility providers and other key stakeholders.

7.2.3.2.12 Matters initiated by the committee can be referred up to the Board for decision.

7.2.3.2.13 The Combined Authority Board may decide to refer further individual matters to the committee.

7.2.4 Strategic and Budget Framework

7.2.4.1 The Committee should ensure schemes contribute and meet the targets in the agreed strategic and budget framework. Any decisions must be within the parameters agreed by the Board.

7.2.5 Accountability

7.2.5.1 The Committee is accountable to the Combined Authority Board.

7.2.6 Membership

7.2.6.1 The Transport and Infrastructure Committee shall comprise eight members to include the Mayor or their nominee and a Board Member from each of the seven constituent councils or their nominee. The Chair must be a Board member.

7.2.6.2 Where the Mayor does not take up their appointment on a committee. The membership shall be seven members comprising a Board member from each of the seven constituent councils or their nominees.

7.2.6.3 The Combined Authority Board shall appoint the committee and substitute members. With the exception of the Chair, Board members may nominate another member from their constituent council to be a member of the committee in their place. The Board member shall also nominate a named substitute member. Nominations are in consultation with the Mayor and subject to approval by the Board. In principle, neither the Mayor nor the Board will seek to exercise their voting rights to veto or vote against the appointment of constituent council members to executive committees. See also Chapter 7: Boards and Committees, paragraph 7.1.

7.2.6.4 Co-opted Members of the Combined Authority Board should receive an open invite to all executive committees to enable them to attend for items of interest. If a co-opted member wishes to attend and speak at the meeting,

they should notify the relevant Chair prior to the meeting. The rights and responsibilities of co-opted members as set out in the relevant paragraphs in Chapter 2: Membership of the Combined Authority, paragraph 2.4 of the constitution apply to committees.

7.2.7 Voting

7.2.7.1 Weighted voting rights apply to all transport related decisions and transport funding as set out in Chapter 7: Boards and Committees, paragraph 7.1.5.

7.2.8 Lead Director

7.2.8.1 The Lead Director for the Committee is the Director Delivery & Strategy

7.2.8 Working Groups

7.2.9.1 The Committee may establish informal working groups to assist with the delivery of its objectives. These groups are non-decision making groups of Officers and Members.

7.2.9.2 The remit and terms of reference for any such subordinate body shall be approved by the committee.

7.3 Skills Committee

7.3.1 Governance

7.3.1.1 The Combined Authority has appointed a Skills Committee. The committee is an executive committee of the Combined Authority Board. It takes decisions within the strategic and budgetary framework agreed by the Combined Authority Board.

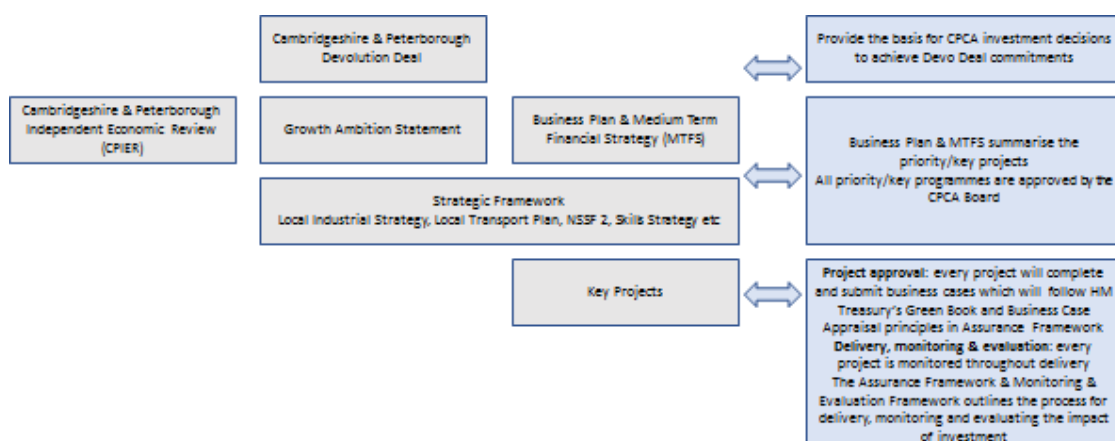
7.3.2 Introduction

7.3.2.1 The Skills Committee operates within the terms agreed by the Combined Authority Board.

7.3.2.2 The Combined Authority Board retains responsibility for agreeing its strategies, key priorities and the budget as set out in Chapter 4 of the Constitution (for example Annual Business Plan, Medium Term Financial

Strategy and Skills Strategy). These are known as 'reserved matters' or "the budget and policy framework".

- 7.3.2.3 The committee has responsibility for agreeing education and skills programmes and projects within the budget and policy framework.
- 7.3.2.4 The committee shall have responsibility for ensuring all programmes and projects comply with the Assurance Framework, and that they are monitored and evaluated in accordance with the Monitoring and Evaluation Framework.
- 7.3.2.5 The committee can initiate proposals for the Combined Authority Board to approve.
- 7.3.2.6 The committee is responsible for overseeing the work of the Employment and Skills Board, an advisory panel of the Skills Committee, and any sub-groups set up by the Board.
- 7.3.2.7 The budget and policy framework is summarised below:



7.3.3 Terms of Reference

Functions

- 7.3.3.1 The Skills Committee may make recommendations on the following matters to the Combined Authority Board (reserved matters):
 - (1) Skills Strategy
 - (2) Projects to be included in the Business Plan and Medium Term Financial Plan
 - (3) Business cases for key priority projects identified in the Business Plan, or
 - (4) Any other matters reserved to the Combined Authority Board

7.3.3.2 The Skills Committee shall exercise the Combined Authority's functions for the following:

7.3.3.2.1 Oversee the development and maintenance of the Skills Strategy and any other strategies reserved to the Combined Authority Board, including overseeing consultation processes, and making recommendations to the Board.

7.3.3.2.2 Oversee the development of all business cases for key priority projects identified in the Business Plan.

7.3.3.2.3 Ensure all programmes and projects are within the scope of the strategic and budget framework approved by the Board.

7.3.3.2.4 Approve the commissioning of delivery partners where this is required and authorise the staged release of budget for education and skills projects in the Business Plan and funded from Medium Term Financial Plan.

7.3.3.2.5 Oversee the development and approve all other education and skills programmes and projects not reserved to the Combined Authority Board.

7.3.3.2.6 Ensure effective engagement and consultation is in place and can be evidenced.

7.3.3.2.7 Ensure all programmes and projects comply with the Assurance Framework and are monitored and evaluated in line with the Monitoring and Evaluation Framework.

7.3.3.2.8 Oversee coordination with:

(a) Department of Work and Pensions on the Work and Health Programme, and

(b) Department for Education on the Opportunity Area programme.

7.3.3.2.9 Oversee the delivery of the Health and Care Sector Work Academy (Innovation Pilot)

7.3.3.2.10 Matters initiated by the committee can be referred up to the Board for decision.

7.3.3.2.11 The Combined Authority Board may decide to refer further individual matters to the committee.

7.3.4 Strategic and Budget Framework

- 7.3.4.1 The Committee should ensure schemes contribute and meet the targets in the agreed strategic and budget framework. Any decisions must be within the parameters agreed by the Board.

7.3.5 Accountability

- 7.3.5.1 The Committee is accountable to the Combined Authority Board.

7.3.6 Membership

- 7.3.6.1 The Skills Committee shall comprise eight members to include the Mayor or their nominee and a Board Member from each of the seven constituent councils or their nominee. The Chair must be a Board member.
- 7.3.6.2 Where the Mayor does not take up their appointment on a committee. The membership shall be seven members comprising a Board member from each of the seven constituent councils or their nominees.
- 7.3.6.3 The Combined Authority Board shall appoint the committee and substitute members. With the exception of the Chair, Board members may nominate another member from their constituent council to be a member of the committee in their place. The Board member shall also nominate a named substitute member. Nominations are in consultation with the Mayor and subject to approval by the Board. In principle, neither the Mayor nor the Board will seek to exercise their voting rights to veto or vote against the appointment of constituent council members to executive committees. See also Chapter 7: Board and Committees, paragraph 7.1.
- 7.3.6.4 Co-opted Members of the Combined Authority Board should receive an open invite to all executive committees to enable them to attend for items of interest. If a co-opted member wishes to attend and speak at the meeting, they should notify the relevant Chair prior to the meeting. The rights and responsibilities of co-opted members as set out in the relevant paragraphs in Chapter 2: Membership of the Combined Authority, paragraph 2.4 of the constitution apply to committees.

7.3.7 Lead Director

- 7.3.7.1 The Lead Director for the Committee is Director Business and Skills

7.3.8 Working Groups



- 7.3.8.1 The Committee may establish informal working groups to assist with the delivery of its objectives. These groups are non-decision making groups of Officers and Members.
- 7.3.8.2 The remit and terms of reference for any such subordinate body shall be approved by the committee.
- 7.3.8.3 The following group has been established with the terms of reference set out below:

(a) Employment and Skills Board

7.3.9 Employment and Skills Board

7.3.9.1 Governance

- 7.3.9.1.1 The Combined Authority has appointed an Employment and Skills Board. The Board is an advisory board to the Skills Committee and is the Skills Advisory Panel for the purposes of the governance arrangements for the devolution of the Adult Education Budget. This reflects the requirement to provide an inclusive, advisory role for the Combined Authority, Employers, Providers and Customers.

7.3.10 Terms of Reference

- 7.3.10.1 Provide strong leadership on skills in the local area, engaging with employers and providers and providing skills advice to the accountable board of the Combined Authority's Skills Committee.
- 7.3.10.2 Advise on the strategic direction, determine priorities and monitor progress of the devolved Adult Education Budget.
- 7.3.10.3 Develop a clear understanding of current and future local skills needs and the local labour market as well as the present skills and employment support provision in the local area.
- 7.3.10.4 Focus on the needs of future learners and employers which have been identified by local partners, including colleges, university providers and employers.
- 7.3.10.5 Establish systems to ensure the student voice is heard.
- 7.3.10.6 Raise the profile of apprenticeships with local employers and providers.
- 7.3.10.7 Work closely with careers advisory services to ensure that learners are informed about potential career routes within a local area, and that all careers information and guidance is informed by up-to-date local labour market information.

- 7.3.10.8 Be underpinned by a stakeholder group including all providers.
- 7.3.10.9 Produce robust, authoritative evidence-based skills & labour market analysis and skills provision in Cambridgeshire & Peterborough.
- 7.3.10.10 Build knowledge of the range of both local, regional and national employment provision that exists or is planned.
- 7.3.10.11 Present data analysis and share it with the wider employer and provider communities to ensure that their perspective on the local labour market and local employment and skills system is reflected.
- 7.3.10.12 Provide analysis to inform the development and the implementation of the 'People' element of the Local Industrial Strategy.

7.3.11 Task & Finish Groups

- 7.3.11.1 From time to time it may be necessary to establish a skills task and finish group, and other skills specialists may be invited to join these meetings. Any group would need to be sponsored by an Employment and Skills Board member, who may or may not chair the group, depending on the issues under consideration. Any discussions or agreed actions will be reported back to the Employment and Skills Board.

7.3.12 Membership

- 7.3.12.1 There will be a maximum of 20 members including the Chair. The Chair shall be a private sector member of the Cambridgeshire and Peterborough Combined Authority Business Board or a member of the Skills Committee.
- 7.3.12.2 The Board will comprise of at least 10 business people from across the Cambridgeshire and Peterborough Combined Authority area who between them will represent a variety industry sectors, different sizes of businesses, profit, and social enterprise businesses, The Board shall consist of
 - (a) employers, those with knowledge and experience of skills and education, and Cambridgeshire & Peterborough representatives;
 - (b) at least three to represent the publicly funded sector of the economy including but not limited to government, NHS, education and training and skills providers;
 - (c) One position will be retained for the Community and Voluntary sector.



7.3.12.3 When a member is unable to attend a meeting, they may provide a substitute, provided such substitute has delegated authority to represent their organisation. Members are expected to attend at least 70% of meetings.

7.3.13 Role of Employment and Skills Board Members

7.3.13.1 The specific role of a Board Member is to:

- (a) use their experience and knowledge to help shape strategy and policy on learning and skills development;
- (b) influence the prioritisation, planning and investment in skills supply and the shape of delivery;
- (c) support the strategic aims of the Cambridgeshire and Peterborough Business Board;
- (d) represent a range of people, organisations or views, not just their own or that of their organisation.

7.3.13.2 The Board will adopt good practise and its members will act within the General Duties and Obligations set out in its terms of reference and adopt the following values:

- (a) championing to influence and lead by example;
- (b) developing enterprising solutions that are creative;
- (c) Partnership working across the private, public and third sector;
- (d) sharing best practise;
- (e) being inclusive of each locality and community across Cambridgeshire and Peterborough.

- 7.3.13.3 All board members and observers shall be required to comply with the Combined Authority's Code of Conduct and all members and substitute members shall also be required to complete a Declaration of Interest form.

7.3.14 Observers

- 7.3.14.1 Specialists may be invited by the Chair to attend specific Board meetings or Agenda items where expertise is required.
- 7.3.14.2 Occasional observers may request to attend a meeting through the Chair.

7.3.15 Specialist Forums and Groups

- 7.3.15.1 The Cambridgeshire & Peterborough Education and Skills Board has a number of specialist advisory groups that will feed into the decision-making processes. These Forums will be working groups of the Cambridgeshire & Peterborough Education and Skills Board. These forums are advisory and non-decision making. These include:

- (a) **Existing Provider Forums**; there are a number of existing forums operating within the Cambridgeshire & Peterborough Combined Authority area, and these can be supported to articulate a voice on skills to the Employment and Skills Board.
- (b) **An Adult Education Budget Skills Group**; a specialist group for Adult Education Budget funding only with the twelve identified grant funded institutions indigenous or contiguous to the Cambridgeshire & Peterborough Combined Authority area.
- (c) **A Data Analysis Group**; formed to provide an analysis of the local skills and labour markets to develop robust Labour Market Intelligence.

- 7.3.15.2 The Forum(s) will:

- (a) Provide a voice about the Skills Funding system.
- (b) Advise the Education and Skills Board on matters of vocational training and employment scheme delivery.

- (c) Advise the Employment and Skills Board on short, medium and long- term strategies associated with skills funding.
- (d) Identify freedoms, flexibilities, and improvements that could be made to government and local funded training provision so that the Employment and Skills Board can promote changes that will improve local provision.

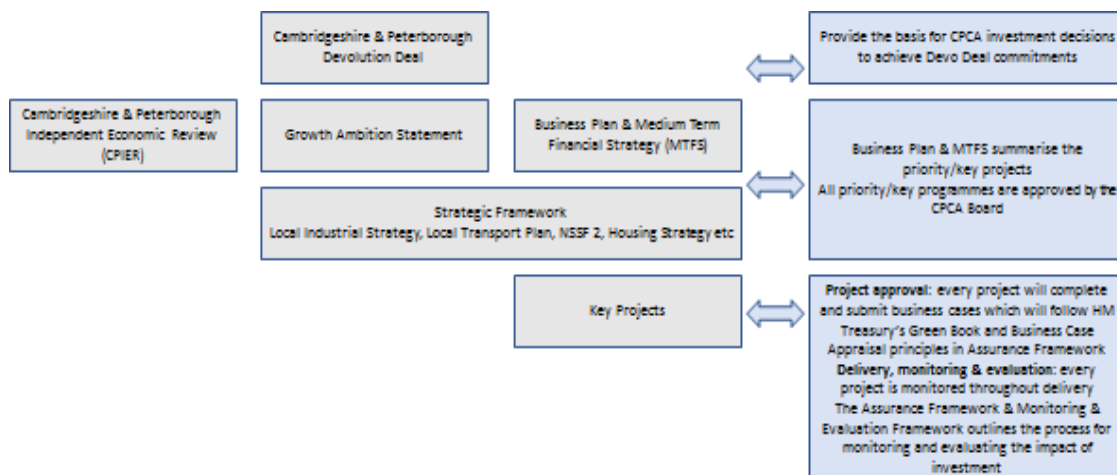
7.4 Housing and Communities Committee

7.4.1 Governance

- 7.4.1.1 The Combined Authority has appointed a Housing and Communities Committee. The committee is an executive committee of the Combined Authority Board. It takes decisions within the strategic and budgetary framework agreed by the Combined Authority Board.

7.4.2 Introduction

- 7.4.2.1 The Housing and Communities Committee operates within the terms agreed by the Combined Authority Board.
- 7.4.2.2 The Combined Authority Board retains responsibility for agreeing its strategies, key priority projects and the budget as set out in Chapter 4 of the Constitution (for example Annual Business Plan, Medium Term Financial Strategy and the Housing Strategy). These are known as 'reserved matters' or “the budget and policy framework”.
- 7.4.2.3 The Committee has responsibility for agreeing housing and community policies and projects within the budget and policy framework set by the Combined Authority Board.
- 7.4.2.4 The Committee shall have responsibility for ensuring all programmes and projects comply with the Assurance Framework, and that they are monitored and evaluated in accordance with the Monitoring and Evaluation Framework.
- 7.4.2.5 The Committee can initiate proposals for the Combined Authority Board to consider.
- 7.4.2.6 The budget and policy framework is summarised below:



(a) £100m Affordable Housing Programme, allocated for affordable housing within the Cambridgeshire and Peterborough Combined Authority area to include:

- £60m grant funding
- £40m revolving funding, allocated to the Housing Company

(b) £70m Affordable Housing Programme allocated to Cambridge City Council.

7.4.3.2.7 Act as Accountable Body for the release of the Housing Infrastructure Funding for the Cambridge Northern Fringe East housing project.

7.4.3.2.8 Consider the Business Plan, Annual Accounts and Shareholders Agreement for Cambridgeshire and Peterborough Combined Authority Development Company and make recommendations to the Combined Authority Board.

7.4.3.2.9 Oversee the development and approve all other housing and community programmes and projects not reserved to the Combined Authority Board including but not limited to those relating to:

- (a) Culture and Tourism
- (b) Oversee delivery of the Connecting Cambridgeshire Project by Cambridgeshire County Council

7.4.3.2.10 Ensure all programmes and projects comply with the Assurance Framework and are monitored and evaluated in line with the Monitoring and Evaluation Framework.

7.4.3.2.11 Matters initiated by the committee can be referred to the Board.

7.4.3.2.12 The Combined Authority Board may decide to refer further individual matters to the committee.

7.4.4 Strategic and Budget Framework

7.4.4.1 The Committee should ensure schemes contribute and meet the targets in the agreed strategic and budget framework. Any decisions must be within the parameters agreed by the Board.

7.4.5 Accountability

- 7.4.5.1 The committee is accountable to the Combined Authority Board.

7.4.6 Membership

- 7.4.6.1 The Housing and Communities Committee shall comprise eight members to include the Mayor or their nominee and a Board Member from each of the seven constituent councils or their nominee. The Chair must be a Board member.
- 7.4.6.2 Where the Mayor does not take up their appointment on a committee. The membership shall be seven members comprising a Board member from each of the seven constituent councils or their nominees.
- 7.4.6.3 The Combined Authority Board shall appoint the committee and substitute members. With the exception of the Chair, Board members may nominate another member from their constituent council to be a member of the committee in their place. The Board member shall also nominate a named substitute member. Nominations are in consultation with the Mayor and subject to approval by the Board. In principle, neither the Mayor nor the Board will seek to exercise their voting rights to veto or vote against the appointment of constituent council members to executive committees. See also Chapter 7: Boards and Committees, paragraph 7.1 and Chapter 4: Combined Authority Functions and Responsibilities, paragraph 4.4.
- 7.4.6.4 Co-opted Members of the Combined Authority Board should receive an open invite to all executive committees to enable them to attend for items of interest. If a co-opted member wishes to attend and speak at the meeting, they should notify the relevant Chair prior to the meeting. The rights and responsibilities of co-opted members as set out in the relevant paragraphs in Chapter 2: Membership of the Combined Authority, paragraph 2.4 of the constitution apply to committees.

7.4.7 Lead Director

- 7.4.7.1 The Lead Director for the Committee is Director Housing.

7.4.8 Working Groups

- 7.4.8.1 The Committee may establish informal working groups to assist with the delivery of its objectives. These groups are non-decision making groups of Members of the Committee and officers.

- 7.4.8.2 The remit and terms of reference for any such subordinate body shall be approved by the committee.

7.5 Employment Committee

7.5.1 Governance

- 7.5.1.1 The Combined Authority has appointed an Employment Committee. The committee is an executive committee of the Combined Authority Board.

7.5.2 Terms of Reference

- 7.5.2.1 The functions of the Employment Committee are:

- 7.5.2.1.1 To make recommendations to Combined Authority Board on the appointment of the Head of Paid Service (Chief Executive), Monitoring Officer and Chief Finance Officer (“the statutory officers”).
- 7.5.2.1.2 To appoint chief officers.
- 7.5.2.1.3 To establish, as required, a Statutory Officer Investigatory Panel with authority to make recommendations to the Combined Authority as to the dismissal arising from disciplinary action [as defined at paragraph 2.2 below] of any of the statutory officers. The membership of this Panel shall be as set out in the Officer Employment Procedure Rules.
- 7.5.2.1.4 To take disciplinary action falling short of dismissal against the statutory officers and to suspend and keep under review any suspension of those statutory officers.
- 7.5.2.1.5 To take disciplinary action against Chief Officers in circumstances capable of resulting in the dismissal of those officers and to suspend and keep under review any suspension of those officers.
- 7.5.2.1.6 To determine appeals by Chief Officers against decisions made in relation to grievance proceedings.
- 7.5.2.1.7 To determine employment procedures for the officers of the Combined Authority, including dismissal procedures.
- 7.5.2.1.8 To determine local terms and conditions of employment for officers of the Combined Authority.
- 7.5.2.1.9 To consider, and recommend appropriate actions where necessary, in response to proposals relating to changes within a Department’s /Division’s structure which involve substantial changes in the responsibilities of the Head of Paid Service [Chief Executive]

and Chief Officers.

7.5.2.1.10 To promote and pursue a policy of equal opportunities in employment.

7.5.2.1.11 To determine policies relating to local government pensions and discretionary compensation for early termination of employment. Upon the commencement of the Restriction of Public Sector Exit Payments Regulations to approve applications for waivers under the Regulations.

7.5.2.2 For the purposes of paragraph 7.5.2.1:

“Chief Officer” means:

(a) a person for whom the head of the authority's paid service (Chief Executive) is directly responsible;

(b) A person who, as respects all or most of the duties of his post, is required to report directly or is directly accountable to the head of the authority's paid service (Chief Executive);

But a person whose duties are solely secretarial or clerical or are otherwise in the nature of support services shall not be regarded as a Chief Officer.

“Deputy Chief Officer” means:

“a person who, as respects all or most of the duties of his post, is required to report directly or is directly accountable to one or more of the statutory or non-statutory chief officers.”

But a person whose duties are solely secretarial or clerical or are otherwise in the nature of support services shall not be regarded as a Deputy Chief Officer.

“Disciplinary Action” means:

“any action occasioned by alleged misconduct which, if proved, would, according to the usual practice of the Combined Authority, be recorded on the member of staff's personal file, and includes any proposal for dismissal of a member of staff for any reason other than redundancy, permanent ill-health or infirmity of mind or body, but does not include failure to renew a contract of employment for a fixed term unless the Combined Authority has undertaken to renew

such a contract”

7.5.3 Membership

- 7.5.3.1 The Committee shall comprise eight members to include the Mayor or his/her nominee and a Board Member from each of the seven constituent councils or their nominee. The Chair must be a Board member.
- 7.5.3.2 The Combined Authority Board shall appoint the members of the Committee, and their substitute members. With the exception of the Chair, Board members may nominate another member from their constituent council to be a member of the Committee in their place. The Board member shall also nominate a named substitute member. Nominations are in consultation with the Mayor and subject to approval by the Board. In principle, neither the Mayor nor the Board will seek to exercise their voting rights to veto or vote against the appointment of constituent council members to the Committee or the Sub-Committees.
- 7.5.3.3 The Procedure Rules of Executive Committee Meetings at Chapter 7: Boards and Committees of this Constitution shall apply to the proceedings of the Committee.

CHAPTER 8: FINANCIAL REGULATIONS

8.1 Introduction: Financial Regulations Background and Purpose

- 8.1.1 The Combined Authority is a local authority for the purposes of the Local Government Act 1972. The Combined Authority will appoint Officers to undertake the statutory Head of Paid Service (Chief Executive), Chief Finance Officer and Monitoring Officer roles.
- 8.1.2 These regulations shall be read in conjunction with the Assurance Framework, [Chapter 4 - Combined Authority Functions and Responsibilities](#) , [Chapter 3 - The Mayor of the Combined Authority](#), Chapter 6 – Decision Making: Budget Framework Procedure Rules, [Chapter 9 – Procurement and Contract Procedure Rules](#), and the [Chapter 18 - Officer Scheme of Delegation](#).
- 8.1.3 These regulations lay down for the guidance of Members and Officers, principles to be followed in securing the proper administration of the Combined Authority's financial affairs and shall be reviewed at intervals of not more than three years. It is not expected that all aspects of these financial regulations will be required from day one, but to be in place to support the Combined Authority over time.
- 8.1.4 The Chief Finance Officer, as the Officer responsible for the proper administration of the Combined Authority's financial affairs, shall report to the Combined Authority Board any significant failure to comply with these regulations which comes to his/her attention.
- 8.1.5 The Head of Paid Service and the Chief Finance Officer shall be responsible for the accountability and control of all resources managed by them on behalf of the Combined Authority.
- 8.1.6 For the purposes of complying with these regulations, the Chief Finance Officer shall be provided with any information he/she may require and shall have access to any documents and records as necessary.
- 8.1.7 Whenever any matter arises which may involve financial irregularity the Chief Finance Officer and the Monitoring Officer shall be notified immediately, and if an irregularity is disclosed the matter shall, at the discretion of the Chief Finance Officer and after consultation with the Head of Paid Service, be referred by them to the Combined Authority Board.
- 8.1.8 Further, in a case where the Head of Paid Service advises that there is *prima facie* evidence of a criminal offence having been committed, the matter shall be reported to the Police forthwith.
- 8.1.9 The Combined Authority's financial transactions are governed by the Local



Government Act 2003 and the Accounts and Audit Regulations 2015 as amended.

- 8.1.10 Officers and Members of the Board will maintain the confidentiality of the Combined Authority's business and will not reveal confidential information about the Combined Authority or its finances.

8.2 Chief Finance Officer's Duties

8.2.1 The Chief Finance Officer's statutory duties are to:

- (a) provide financial advice to the Combined Authority on all aspects of its activity, including budgets (which shall include the budget for the Office of the Mayor), strategic planning and policymaking to ensure the effective and efficient use of resources;
- (b) advise on the security of assets;
- (c) secure the Combined Authority's banking arrangements;
- (d) provide a treasury management function, including loans and investments, in accordance with the Combined Authority's policy;
- (e) ensure the Mayor and the Combined Authority follows guidelines contained within relevant manuals, instructions, and policies;
- (f) produce the Annual Statement of Accounts in accordance with the latest statutory requirements and best practice.

8.2.2 The responsibilities of the Chief Finance Officer include:

- (a) Making arrangements for the proper administration of the financial affairs of the Office of the Mayor and the Combined Authority;
- (b) ensuring, in consultation with the Monitoring Officer, lawfulness and financial prudence;
- (c) ensuring a balanced budget;

- (d) ensuring effective systems of internal control;
- (e) advising on anti-fraud and anti-corruption strategies;
- (f) acting as the Combined Authority's Money Laundering Reporting Officer in accordance with good practice;
- (g) ensuring that statutory and other accounts fairly present the financial position;
- (h) maintaining a continuous review of the financial framework;
- (i) establishing suitable accounting policies and ensuring that they are applied consistently in accordance with proper practices as set out in the Code of Practice on Local Authority Accounting in the United Kingdom;
- (j) ensuring that budget provision is identified and exists for all existing and new employees.

8.2.3 All Officers must consult and seek approval of the Chief Finance Officer before introducing or amending any records, forms or procedures relating to income and expenditure. The Chief Finance Officer will see that uniform systems are adopted throughout the Combined Authority to ensure that opportunities for fraud and corruption are minimised.

8.2.4 Failure to comply with these regulations may constitute misconduct.

REMAINDER TO BE UPDATED APRIL 2023

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CHAPTER 9: PROCUREMENT AND CONTRACT PROCEDURE RULES

9.1 Procurement Overview

9.1.1 Procurement Definition

- 9.1.1.1 Public Sector procurement is the process of acquiring goods, services and works for the delivery of an Authority's obligation to its residents and regional visitor. The process must be carried out within a specific legal framework and based on principles of equal treatment, transparency and non-discrimination such that for contracts over a specified value or specific social interest may be tendered for by any interested and appropriately qualified organisation. This is to ultimately achieve the optimal solution that also provides value for money across the whole-life of the process and contract.

9.1.2 Governing Legislation

- 9.1.2.1 The Local Government Act 1972 section 135 requires Public Bodies to have standing orders for how it enters into contracts. These Contract Procedure Rules ("Rules") set out how the Combined Authority will deliver against this obligation.
- 9.1.2.2 All Procurements for Contracts, by Combined Authority staff or members (including where managed by an external organisation or public body on the Authority's behalf), **MUST** comply with these Rules, the Combined Authority's Financial Regulations and all applicable and UK Legislation; specifically (but not limited to):
- a. The Local Government Act 1972
 - b. Public Contract Regulations 2015 (PCRs)
 - c. Concession Contracts Regulation 2016 (CCRs)
 - d. Equality Act 2010
 - e. Bribery Act 2010
 - f. Localism Act 2011
 - g. Social Value Act 2012
 - h. Modern Slavery Act 2015
 - i. General Data Protection Regulation 2016 (SI 2016\679)
 - j. Freedom of Information Act 2000
 - k. Transparency Code 2015
 - l. National Procurement Policy Statement 2021
- 9.1.2.3 Where there is a discrepancy between these rules and any procurement legislation, the procurement legislation is the dominant authority.

- 9.1.2.4 Where there is a conflict between the procurement legislation and any other relevant legislation as listed above (or otherwise identified during the process) the Monitoring Officer must be consulted immediately to carry out a legal, project risk assessment.
- 9.1.2.5 Central Government guidance (Procurement Policy Notes (PPNs)) should be considered for best practice but do not override these rules or legislation.
- 9.1.2.6 Government has issued a procurement policy note (05/21) requiring that contracting authorities familiarise themselves with the contents of the National Procurement Policy Statement. The Statement advises that contracting authorities should have regard to the following national priorities in their procurement where it is relevant to the subject matter of the contract, and it is proportionate to do so:
- creating new businesses, new jobs and new skills
 - tackling climate change and reducing waste, and
 - improving supplier diversity, innovation and resilience
- 9.1.2.7 The National Procurement Policy Statement affirms the requirement to comply with legal obligations including those in the UK-EU Trade and Cooperation Agreement, and these obligations include the binding commitment to fair and open competition which is assured by the Public Contracts Regulations.
- 9.1.2.8 The procurement policy note also advises that contracting authorities should consider whether they have the right policies and processes in place to manage the key stages of commercial delivery identified in this statement where they are relevant to their procurement portfolio. They should consider whether they have the right organisational capability and capacity with regard to the procurement skills and resources required to deliver value for money.
- 9.1.29 Non-compliance with any of these rules may constitute grounds for disciplinary action.

9.1.3 Application of the Rules

These rules govern

- 9.1.3.1 ALL purchases of works, goods and services (including consultancy requirements and equipment hire or lease through rental agreements) across the whole Combined Authority, regardless of value, as covered by Chapter 1 and 2 of the PCRs and not excluded by Regulation 10, PCRs.
- 9.1.3.2 The use of external frameworks and Dynamic Purchasing Systems.
- 9.1.3.3 Procurements under the Light Touch Regime Procurements, as covered by Chapter 3 of the PCRs.
- 9.1.3.4 Below threshold procurements under Chapter 8 of the PCRs.

9.1.3.5 The procurement of Concession contracts as set out in the CCRs.

9.1.3.6 ALL collaborative procurements with other public bodies.

9.1.3.7 The Disposal of Assets or goods by the Combined Authority.

They DO NOT apply to:

9.1.3.8 Supply of works, goods and services by the Authority to another authority, subject to the agreement of the Procurement and Contracting Manager.

9.1.3.9 Purchases through local authorities, government bodies or public agencies, (eg police, health or other similar authorities) where the procurement rules of that organisation have been approved by the Procurement and Contracting Manager as complying with these Rules, or the contract is agreed in cooperation or partnership eg section 75 agreements.

9.1.3.10 Public body to public body co-operation - contracts with other public bodies where the parties come together to deliver a public service, under the following conditions:

(a) achieve objectives which are common to both parties; and

(b) the arrangement is solely for the public interest; and

(c) the parties perform less than 20% of the services covered by the arrangement on the open market.

9.1.3.11 In-house awards (this is where the Combined Authority awards a contract to an entity it controls or controls jointly with other contracting authorities) as prescribed in regulation 12 PCRs. This exemption will only apply if all of the following conditions are met:

(a) The Combined Authority exercises a similar control or joint control with other contracting authorities on the entity as it does with its own departments;

(b) The entity carries out more that 80% of its activities for the controlling authorities;

(c) There is no private sector money in the entity.

9.1.3.12 Employment contracts.

9.1.3.13 Purchases made at public auction or of goods sold due to insolvency.

9.1.3.14 Land contracts (including leases, licences and transfers).

9.1.3.15 Grants of money, these cannot be contracts as there is no consideration and they

are not services required to be delivered by the Authority.

9.1.3.16 Funding or financing arrangements.

9.1.3.17 Any other arrangements excluded by the PCRs.

9.1.4 Services Excluded under Regulation 10 PCRs

9.1.4.1 The services excluded under Regulation 10 PCRs:

- (a) Legal advice that may lead to or is in preparation for Judicial Proceeding, or representation at judicial proceedings;
- (b) Arbitration or conciliation;
- (c) the purchase or sale of any interest in land, (including leasehold interests);
- (d) Financial advice for the sale, purchase or transfer of sureties;
- (e) Audio-visual/radio broadcasts;
- (f) Arbitration/legal advice for either the preparation or representation in legal proceedings that may result in a court hearing;
- (g) Loans;
- (h) Employment contracts between an individual and the Combined Authority;
- (i) Public transport by rail or metro;
- (j) Political campaigns;
- (k) Civil Defence

9.1.4.2 Where there is any doubt as to whether the procurement is covered by these rules, officers are required to seek advice from the Procurement and Contracting Manager.

9.2 Procurement Objectives

9.2.1 The Combined Authority seeks to achieve more than just the practical element of the contract from the procurement process; as such, every contract must be let in consideration of the following objectives:

- (a) Regulatory Compliance (open markets and equal opportunity for all providers, fair & transparent process in accordance with the procurement principles in Regulation 18 PCRs);
- (b) Accountability;
- (c) Value for Money (proportionality, efficiency and economy);
- (d) Efficient Procurement Process;
- (e) Support of Horizontal Policies such as implementing social, environmental and industrial commitments, at a proportionate level, in accordance with the Combined Authority's Policies and Procurement Guidance Document.

9.2.2 Excluding item 1 – the level of priority of each of the other objectives is to be set by the Combined Authority, as detailed in this document.

9.2.3 Roles and Responsibilities

9.2.3.1 The following lists detail the various procurement activities and where the responsibilities for each sit.

Procurement and Contracting Manager (directly or through delegation)

- (a) Responsibility for the Rules, guidance documents and procurement templates.
- (b) Design, implementation and management of a Procurement Gateway Process.
- (c) Provision of Procurement Advice and assistance on all expenditure, including route to market and contract choice.
- (d) Overview and management of any frameworks and corporate contracts.

- (e) Oversee all exemptions to the PCRs and these rules.
- (f) Organising and running market engagement events.
- (g) Provision of advice on commercial structure and evaluation methodology.
- (h) Appointment of external legal support for complex procurements.
- (i) Management of the e-tendering portal.
- (j) Tender Moderation.
- (k) Signing off All Regulation 84 Tender Reports for process compliance.
- (l) All formal Procurement correspondence.
- (m) Collating/populating all Contract Documents and ensuring signature
- (n) Oversee contract monitoring and all contract variations.
- (o) Attendance at bi-annual contract management meetings.
- (p) Management and monitoring the Contract Register.
- (q) Forward Planning of cyclical requirements.

Chief Finance Officer (directly or through delegation)

- (a) Development and implementation of the Financial Regulations.
- (b) Approving budgets for procurement of contracts.
- (c) Signing of All Regulation 84 Tender Reports for budgetary compliance.

Monitoring Officer (directly or through delegation)

- (a) General advice as required.
- (b) Lawfulness and governance of complex procurement decisions taken.

- (c) Provision of any legal document requirements and support managing external legal services.
- (d) Signing of All Regulation 84 Tender Reports for governance compliance.
- (e) Approval of all contract documents before signature.
- (f) Approval of all waivers to these rules.
- (g) Approval of any contracts awarded under Regulation 32.

Directors

- (a) Project approval and authority to proceed.
- (b) Signing of All Regulation 84 Tender Reports for Award Approval.

Contract Managers

- (a) To following the instructions of the Procurement and Contracting Manager and Monitoring Officer.
- (b) Development of Project Initiation Documents and Gateway reports.
- (c) Confirmation of Project Budget & Authorisation to Procure.
- (d) Creation of Contract Specification and Contract Management requirements.
- (e) Managing any technical enquiries during a procurement process.
- (f) Evaluation of tender returns.
- (g) Complete the tender report.
- (h) Manage the delivery of the contract in accordance with the specification, tender return and the contract management processes included in the contract.

All Officers Must:

- (a) Comply with the Combined Authority's Financial Regulations.

- (b) Declare any gifts or hospitality received either before, during or after the procurement to the Head of Procurement.
- (c) Not disclose any confidential information to unauthorised persons.
- (d) Conduct the procurement process in a fair, open and transparent manner.
- (e) Ensure the process delivers value for money.

9.2.4 Use of Consultants

9.2.4.1 Where the Combined Authority requires the technical input of industry experts/ consultants to either resource and/or manage a procurement or inform a specification, or deliver a particular process; officers are required to ensure the following is applied:

- (a) The service is for a discrete (or multiple discrete) pieces of work and/or is not backfilling a Combined Authority post.
- (b) The consultants are procured in accordance with these Rules.
- (c) The Consultant is experienced in and fully understands all Public Procurement Legislations and agrees to be bound by them.

There is a clear specification of requirements and responsibilities set out in their appointment, including adherence to these rules and that this is documented in the form of contract used.

9.2.5 Procurement Process Planning

9.2.5.1 As part of the initial procurement planning process, officers are required to consider the impact of legislation, financial and time constraints along with any of project specific requirements.

1. Category of Spend

9.2.5.2 The procurement process to be applied is firstly determined by the category of spend and then the contract value, such that before beginning the process this needs to be ascertained.

9.2.5.3 The categories of spend are

- (a) Goods (supplies or products);
- (b) Services (labour, consultants or technical resources);
- (c) Works (Construction Projects);
- (d) Light Touch Regime Services (Hospitality/ Catering, Education/ Training, Security, Legal Services);
- (e) Concession Contracts (contracts where the supplier's revenue is through the exploitation of an asset e.g. running a café owned by the authority);
- (f) Regulation 32 PCRs (Non-competitive Direct Awards);
- (g) Regulation 10 PCRs Excluded Contracts;
- (h) Regulation 14 PCRs Research & Development.

9.3 Contract Value Estimation

- 9.3.1 The estimated value of a contract is based on either; the money to be paid by the Authority to the successful tenderer (Regulation 6 PCRs) or the value to the market (Regulation 8 CCRs) of the contract.
- 9.3.2 A contract value should be calculated as follows:
 - (a) A lump sum contract – this is a one-off, capital project, only used by one project/team where the contract value is the total budget available (including any contingency).
 - (b) A periodic contract – this is where there is an annual, regular, potentially on-going requirement, by the authority – the contract value is the potential annual spend (across the whole Authority) multiplied by the number of years the contract is to run (including any extensions).
 - (c) A concession contract – this is a term contract over a number of years whereby the revenue is paid based on usage levels, and usually by the service users, without any guarantee of full recompense or profit.
- 9.3.3. The value of any contract is the TOTAL maximum, potential or reasonably foreseeable spend over the whole duration of the contract (including extensions) for

a given requirement.

- 9.3.4 The Authority **MUST NOT** disaggregate or sub-divide like or similar requirements for the purpose of avoiding the procurement from being regulated. (Regulation 5, PCRs or Regulation 7, CCRs). Procurements below these thresholds are still subject to delivering value for money but the nature of the procurement process may be defined by the authority and needs to be proportionate to the value, effort and market interest in consideration to the nature of the purchase.
- (a) **See Schedule 1 for current thresholds across all relevant legislations**

9.4 Partnership Arrangements

- 9.4.1 The authority has entered into a number of arrangements with partner authorities for the purchase of various back office services; officers are required to liaise with procurement before commencing an external procurement to ensure that those arrangements are not breached or cause relationship problems across the authority's partners.

9.5 Procurement Gateway Process

- 9.5.1 The Procurement and Contracting Manager in consultation with the Monitoring Officer, shall publish and oversee a gateway process that reviews and approves the approach to procurement and ensures that these rules, legislation and best practice are adhered to along with monitoring the delivery of value for money and social obligations. This process to be monitored by an officer board based on value and/ or complexity. The details of the Procurement Gateway Process will be maintained on the Combined Authority internal website.

Pre- Procurement Contract Approvals

- 9.5.2 Where the procurement is not required to be monitored under the gateway process the project officer must still provide evidence to the Procurement and Contracting Manager that they have the necessary director, committee or board approvals to procure and subsequently award a contract based on specified value.
- 9.5.3 The Project Officer must also liaise with the Governance team to ascertain if the procurement is a Key decision and based on this, place the contract on the Forward Plan in accordance with the Authority's Constitution.

9.6 Procurement Timescales

- 9.6.1 Officers should allow the following minimum timescales for each of the identified routes:

- (a) Single quote - approximately two weeks
- (b) Three quotes - approximately six weeks
- (c) Below FTS threshold tender - approximately 10 weeks
- (d) Above FTS threshold tenders - OPEN procedure – approximately 14 weeks
- (e) Negotiated Procurement - at least 26 weeks

9.7 Application of Non-Procurement Legislation

- 9.7.1 Officers are required to consider whether the procurement process and decisions are affected by other relevant legislation. A list of the more obvious ones to be considered and their impact on procurement are available in the procurement guidance documents and will need to have been considered as part of the Gateway process to ensure a holistic approach is adopted and transparently procured.

9.8 Conflicts of Interest (Regulation 24 PCRs)

- 9.8.1 The Public Procurement Legislations are designed to prevent corrupt practices and the application of any preferential treatment or discrimination of any suppliers. As such the following rules apply:

All members, officers, contract managers or organisations procuring on behalf of the Combined Authority must avoid any potential conflict between their own (or family/ friends) interests and the interests of the Combined Authority as detailed in the Combined Authority's Code of Conduct.

- 9.8.2 Where an interest (financial or personal) is identified this must be reported to the Procurement & Contracting Manager such that any identified risks can be minimized. Where such a conflict is identified and cannot be suitably mitigated to the Procurement & Contracting Manager's satisfaction, that person may not participate in the procurement or evaluation process.

9.9 Separation of Duties

- 9.9.1 A procurement, contract, purchase order or waiver cannot be raised and approved by the same person.
- 9.9.2 Where a contract manager completes the practical element of a procurement process, a procurement form or makes another recommendation, the award must be

agreed by a Director.

9.10 Risk Assessment

- 9.10.1 Officers are required to complete a risk assessment for approval by finance and legal on all procurements that are deemed high risk based on the following:
- (a) Is of political or public interest;
 - (b) Is over FTS threshold;
 - (c) Is being awarded under Regulation 32 PCRs; or
 - (d) Is being varied/extended under Regulation 72 PCRs;
 - (e) Includes the setting up of a Special Purpose Vehicle;
 - (f) Includes a lease arrangement, advance payment or holding funds on behalf of another entity;
 - (g) Is for a duration over five years;
 - (h) Includes design liability, intellectual property rights or a requirement for collateral warranties.
- 9.10.2 Officers should use the Combined Authority's standard templates and ensure they are added to the corporate risk register before the procurement commences and then monitored throughout the process and life of the contract.

9.11 Bonds and Parent Company Guarantees

- 9.11.1 The requirement for a bond or parent company guarantee (and its value) is at the discretion of the relevant Director.
- 9.11.2 An optional requirement for a Bond or Parent Company Guarantee should be included as part of all procurements over £250k such that it creates both; a means to assess the financial stability of a tenderer and an option to mitigate any identified performance risks of the preferred supplier. Evidence of the bond's availability (even if not required) should be obtained before award.
- 9.11.3 Where the project or a contractor is deemed as a high risk for failure (likelihood and/or impacts), advice should be sought from Procurement, Finance and

Governance in deciding if the provision of the bond is required.

- 9.11.4 Where a bond or parent company guarantee is deemed necessary – this should be in a form acceptable to the Combined Authority and in consideration of the form of contract being used.

9.12 Routes to Market

- 9.12.1 The route to market is selected based on a number of considerations as set out below.

Where possible, **Officers are recommended to consider whether to use either an existing framework (or one procured by a partner authority) so as to minimise procurement costs and process time.**

Where the value is below FTS threshold or it has been agreed with procurement that the requirement is non-standard, or a framework may not deliver the optimal solution, be that because the supplier base is unsuitable or too limited, framework rates do not offer value for money or the requirement requires an ability to negotiate, then alternative routes should be considered in conjunction with procurement and legal or through the 'gateway' process.

These processes available are as set out below.

9.13 Process Types

- 9.13.1 Procurements can be split into two categories; regulated and non-regulated.

Non-Regulated (below FTS Threshold) Procurements

- 9.13.1.1 These can, in addition to using the regulated routes, be used based on value:

Direct Award – a single supplier quote from a local/SME supplier who is selected based on previous knowledge, a recommendation or a local supplier list (where one exists).

Quotes Process – between three and five suppliers are selected to provide a quote detailing how they will deliver a project and the costs. Suppliers to be selected based on being local/ SMEs with either previous knowledge, on a recommendation or from a local supplier list (where one exists).

Regulated (above FTS Threshold) Procurements

OPEN Tender (Regulation 27 PCRs) – DEFAULT ROUTE - single stage, advertised process. This route is for standard purchases where the requirements are

clear – it does **not** include any scope for negotiation of any of the element of the tendered information. All compliant submissions must be evaluated.

RESTRICTED Process (Regulation 28 PCRs) – two stages, advertised process.

This route is for standard purchases where the requirements are clear – it does **not** include any scope for negotiation of any of the element of the tendered information. Suppliers are shortlisted to tender following an initial supplier qualification process. This route is most suited to extensive markets to ensure proportionality of process and cost.

COMPETITIVE PROCESS with NEGOTIATION (Regulation 29 PCRs) – multi-stage, advertised process. Includes the ability to negotiate on predefined elements. Suppliers are shortlisted to tender following a supplier qualification process, and then following each round of negotiations based on the predefined scoring criteria. This is used where the desired outcome of the procurement is known but how it is to be achieved is less clear.

COMPETITIVE DIALOGUE (Regulation 30 PCRs) – multi-stage, Advertised process. Includes the ability to discuss and define any unknown requirements. Suppliers are shortlisted to tender following a supplier qualification process, and then following each round of dialogue based on the predefined scoring criteria. This is used where the desired outcome of the procurement is unclear as is how it is to be achieved.

INNOVATIVE PARTNERSHIP (Regulation 31 PCRs) – multi-stage this is used where you want to purchase something that isn't already available in the market and needs to be created. The procurement process is based on a set of minimum requirements and desirable outcomes – the process can only be used with the approval of Procurement.

FRAMEWORK (Regulation 33 PCRs) – This can be procured through any on the procedures in this list and is an arrangement with one or more suppliers to provide the requirements on an as required basis with no fixed commitment. The Framework has a maximum duration of four years and subsequent awards can be made either by a direct award based on the framework prices or through further competition and evaluation – depending what has been specified in the Framework Agreement. Contracts awarded under the framework can run past the framework end date where set up to facilitate this.

DYNAMIC PURCHASING SYSTEM (DPS) (Regulation 34 PCRs) - this is an approved list, on to which suppliers can be added at pre agreed intervals. Suppliers are added based the completion of the first stage of a RESTRICTED procedure and their demonstration of technical ability and previous experience. All subsequent awards must be through further

competition and price/ quality evaluation.

FURTHER COMPETITION (from an existing framework) – this is where you are inviting the suppliers already on a compliantly procured framework or DPS to submit a qualitative proposal and price for your specific requirements. (where this is from a framework the prices/rates are capped at the framework prices.

BESPOKE COMPETITIVE PROCESS – this can only be used under the Light Touch Regime and will be defined and managed by procurement. (**Regulation 76, PCR or Regulation 36 CCR**).

DESIGN COMPETITION (Regulation 80 PCRs) - These are for the design of unique construction projects.

NEGOTIATED PROCEDURE WITHOUT ADVERTISEMENT – (Regulation 32 PCRs) – this route can only be used in exceptional circumstances and must be agreed by Procurement and the Monitoring Officer and documented on a waiver. Potential for use include: lack of competition, urgency or exclusive rights.

9.14 Below FTS Threshold Requirements

- 9.14.1 The procurement process is to be selected based on its category and its value, this is to ensure that the process is proportionate, transparent and can demonstrate value for money in consideration of the project requirements and other constraints such as urgency or protected rights.

Goods and Services Contracts

- (a) Single quote up to £9,999
- (b) Three quotes between £10,000 and £49,999 (RFQ process)
- (c) Advertise on Contracts Finder between £50,000 and the FTS threshold (Tender Process)

Recruitment Consultant Appointments

- (a) Single quote up to £24,999
- (b) Three quotes between £25,000 and £99,999 (RFQ process)
- (c) Advertise on Contracts Finder between £100,000 and threshold (Tender Process)

Works and Concession Contracts

- (a) Single quote up to £49,999
- (b) Three quotes between £50,000 and £499,999 (RFQ process)
- (c) Advertise on Contracts Finder between £500,000 and above FTS

threshold (Tender Process)

Light Touch Regime (including training and legal requirements)

- (a) Single quote up to £49,999
- (b) Three quotes between £50,000 and £199,999 (RFQ process)
- (c) Advertise on Contracts Finder between £200,000 and above FTS threshold (Tender Process)

Quotes Process

- 9.14.2 Where requests for quotations are made, these should be from local suppliers where possible and where permissible under the law, either from a known local list or identified through the e-tendering portal of registered suppliers. Where none are known, the opportunity may be advertised at the officer's discretion.

Contracts Finder (Tender Process)

- 9.14.3 Where an opportunity is to be advertised based on the above, or is published in any other way (eg on the e-tendering portal, through an industry magazine or some form of social media) it must also be advertised on Contracts Finder. Any advertised, below FTS threshold procurement, must follow that of a single stage/open tender with no option for shortlisting.

Waivers

- 9.14.4 Where a below FTS threshold contract, based on value, requires a competitive process and there is an urgency, protected right, technical expertise or other reason that is accepted by the Monitoring Officer and Chief Finance Officer as delivering best value to the authority, a waiver may be used to enable the officer to seek a single quote and carry out a direct award to that organisation. This process is set out in the procurement guidance documents.

9.15 Above FTS Threshold Requirements

- 9.15.1 All Above FTS threshold procurements must be advertised (unless procured under Regulation 32 PCRs) on the e-tendering portal, Contracts Finder and Find A Tender Service (FTS).
- 9.15.2 The choice of which route to market should apply depends on the likely number of interested participants, the contract requirements and complexity and the need to negotiate, in accordance with Regulation 26. Further information is available in the procurement guidance documents and above at 9.13.1.

9.16 Use of Frameworks

- 9.16.1 Where the decision is to utilise an existing Framework for the appointment of consultants or routine requirements, the choice of methodology should be based on the rules of the framework and compliance with PCRs.

9.17 Advertisement (Regulations 48, 49, 52 and 106 PCRs)

- 9.17.1 Where a direct award/or quotes process is not permitted by these rules or by exception under either these rules or the Regulations; and where the award is not via an approved framework, the procurement opportunity must be advertised as follow:

- (a) Contracts Finder (**Regulations 52 & 106 PCRs**) - where specified in this document or where they are regulated under any of the public procurement legislations
- (b) FTS – where they are regulates/ value exceed the values as set out in Schedule 1
- (c) Authority e-tendering portal – where an advert is placed under one of the above requirements it must also be advertised on the e-tendering portal
- (d) Additional adverts – where the opportunity is advertised, officers may also place adverts on the Authority website, trade publications or social media.

9.18 Market Engagement (Regulation 40 PCRs)

- 9.18.1 Where an advertised process is to be used, and before commencing a process, it is essential to understand the market make up and possible supply options, specifically:

- (a) Is the Market a Monopoly or is it saturated?
- (b) Is the requirement able to be delivered by a single supplier or does it require sub-contracting?
- (c) Can the contract requirements be met by local SMEs?
- (d) Is the contract suitable for a consortia solution?

- 9.18.2 All engagement must be overseen by Procurement and participants should be invited through an advertisement on the e-tendering portal and carried out in a transparent manner (eg supplier days) that treats all possible procurement participants equally and

without discrimination such that the activity is artificially restricts or impairs competition.

9.19 Procurement Processes

- 9.19.1 All procurements are to be issued using either the authority's standard templates or the templates provided by the framework's owner as applicable.

Additional information on the following processes and documents is available within the procurement templates, policy documents and through the procurement guidance documents.

9.20 Direct Award

- 9.20.1 This option does not require officers to create a set of tender documents; instead, they should discuss their requirements with the selected organisation and these should then be written up, priced and submitted by that organisation to the authority for approval. Once agreed, they should then be attached to the authority's standard Purchase order or Service terms and conditions and awarded as set out below.

9.21 Request for Quotation (RFQ)

- 9.21.1 This option uses a single procurement document to set out the contract and specification requirements along with how the submission will be qualitatively and financially assessed. This to be requested from the three selected companies. The submissions should be evaluated in accordance with this document and then a contract concluded with the successful organisation using the terms and conditions attached to the RFQ in accordance with the award process below.

9.22 Advertised Tender

- 9.22.1 The documents needed for an advertised procurement will depend on the contract value and the selected route to market; the tender pack will include some or all of the following:

9.23 Due Diligence Document

- 9.23.1 Where a tender is unregulated and thus an SSQ is not used, the due diligence (financial and company status) checks must be used to ensure that the successful tenderer is commercially capable and stable to deliver the contract.

(a) Standard Selection Questionnaire (SSQ)

- 9.23.2 This document is to be used for above FTS threshold tenders and has three parts;

Parts 1 and 2 are set down by central government and cannot be amended. Part 3 can be populated with the qualitative requirements of the project and used as a mechanism to shortlist in a multi staged process (Regulations 57, 58 and 65 PCRs).

(b) Invitation to Tender (ITT) (or ITN or ITN Final) (Regulation 54 PCRs)

- 9.23.3 This document sets out the details of the procurement process and the process requirements along with the rules that interested (or shortlisted) tenderers must follow to ensure that their bid is compliant. Further guidance and adaptation of the standard template should be sought from procurement.

(c) Specification (Regulation 42 PCRs)

- 9.23.4 This document must clearly and concisely set out the Authority's specific contract requirements and depending on the whether these are input, output or outcome based, the details by which these may be deemed to be achieved or demonstrated.
- 9.23.5 When using an input specification, officers should ensure that they are suitably up to date with current technology and developments. Specifications should be based on performance or industry standards and only use a brand, model or part number where it is impossible to sufficiently define the requirement any other way. Where this is relied on the specification must state 'or equally approved'.
- 9.23.6 Where the technical expertise is absent or dated, an output or outcome specifications should be used to ensure that an up to date solution is achieved along with value for money.
- 9.23.7 Where social or other policies are to be considered, these must be clearly specified and where possible, hyperlinks to their location included in the procurement documents.

(d) Terms of Business/Contracts

- 9.23.8 The choice of contract shall be in a form approved by the Legal team and will be based on the nature of the spend and the project complexity along with the route to market, officers must engage with the Legal team at the concept of the procurement to enable sufficient time for consideration and drafting.
- 9.23.9 Where the selected procurement process does not allow for negotiations, officers are advised to ensure that the requirements identified to Legal are not prohibitive or anti-competitive such that they may limit competition and the ability to achieve a successful, value for money outcome.

(e) Tender Submission Document

- 9.23.10 ALL Tenders MUST be evaluated using the principle of Most Economically

Advantageous Tender (MEAT).

(f) Quality Requirements – Method Statements (Regulation 67 PCRs)

- 9.23.11 Officers are recommended to use a split of 60% price and 40% quality. Where this is not felt to be the best means by which to select the most suitable supplier, this may be adjusted to an 80:20 split in either direction following a discussion with Procurement.
- 9.23.12 Method Statement Questions should be drafted to elicit responses that supplement the specification and in consideration that the responses become part of the contract and performance requirements.
- 9.23.13 The weighting (importance) of each method statement question must be clearly set out as must the requirements of the scoring criteria.
- 9.23.14 The questions, as a minimum should seek to understand the skills of the delivery team, the timescales for delivery, any quality or health and safety considerations and how the contract can be used to support the local economy, protect the environment or deliver other social benefits.

(g) Pricing Requirements

- 9.23.15 The tender documents must set out how the price should be calculated and evaluated. This could be a lump sum or a schedule of requirements/ bill of quantities. Where a schedule is used and exact quantities are unknown the document must include details of estimated quantities (unless part of the submission is for them to quantify a resource) to ensure that the evaluation is fair and transparent. Where a schedule of pricing is used, officers may weight particular elements if they are more significant to the success and delivery of the project; where this is required officers must liaise with procurement and finance to ensure the pricing model is fair and representative of the contract requirements.

(h) Form of Tender

- 9.23.16 Along with the method statement and pricing submission, tenderers are required to confirm that they have no conflicts of interest with the authority and that they have not colluded or otherwise engaged in unethical or illegal practices in order to collate their submission.

9.24 Use of/Reliance on Subcontractors (Regulations 63 and 71 PCRs)

- 9.24.1 The authority must allow a tenderer to rely on subcontractors for economic or technical capacity, experience or professional qualifications unless the task that they seek to subcontract is deemed a critical task; specifically where this would dilute accountability or the performance management of essential elements of the contract.
- 9.24.2 The authority, when setting out its procurement requirements, may stipulate that

where subcontracting is relied on that the tenderers sets out the share of the contract to be subcontracted and where they are to be relied upon, may insist that all such subcontractors complete an SSQ or the authority's Due Diligence document (where applicable) to enable the authority to assess their suitability to deliver an Authority contract.

9.25 Tender Communications (Regulations 22 and 51 PCRs)

- 9.25.1 All procurement processes (except for direct awards) must be managed electronically through the authority's e-tendering portal. All notices, tender documentation and awards must be published through the portal and all communications (Q&A) must be published openly unless deemed commercially sensitive.

(i) Evaluation Process and Clarifications (Regulation 56 PCRs)

Due Diligence

- 9.26 These checks should be completed before the price and quality evaluation process as they assess the financial stability of a tenderer. Where a concern is identified this should be referred to finance and legal for consideration and a decision made as to whether they should be disqualified to protect the successful performance of the contract.

Standard Selection Questionnaires (Regulations 57 and 58 PCRs)

- 9.27 Where this is provided in a single stage process this should be assessed before the qualitative or pricing submission. Any concerns identified should be clarified with the tenderer before deciding if they should be disqualified.
- 9.28 Where this document is used to shortlist in a two or multi-stage process the Part 1 & 2 elements should be assessed first and any concerns identified should be clarified with the tenderer before evaluating part 3 and shortlisting

Quality Submissions

- 9.29 These must be evaluated by at least three, suitably skilled individuals using the predefined criteria and the specification.
- 9.30 Evaluators must make notes as to the rationale for each individual score and provide question specific feedback to be used in the moderation process and ultimately shared with the unsuccessful tenderer.
- 9.31 Where the information is unclear or incomplete a clarification process must be carried out.

Pricing Submissions

- 9.32 This must be carried out separately to the quality evaluation, in accordance with the process set out in the tender documentation and must be verified by the relevant member of the finance team to validate its accuracy.
- 9.33 Where the pricing is incomplete or excessively low, a clarification process must be completed with the support of procurement.

Post-tender Clarifications

- 9.34 Submitted information may be clarified or explained but not amended or supplemented.

(j) Missing Information

- 9.35 Where information is missing, this may be confirmed to the tenderer but may not be supplied by them. Where this has an impact on the total price, tenderers must either honour the total price submitted or withdraw.

(k) Price Calculation Errors

- 9.36 Where an arithmetical error is identified and can be corrected without the need to seek clarity or additional information, this should be done and advised to the tenderer for agreement. Where this has an impact of increasing the total price, tenderers must either honour the initial total price submitted or withdraw their offer.

(l) Abnormally Low Pricing (Regulation 69 PCRs)

- 9.37 Where a tenderer's price is significantly lower than anticipated by the authority or in comparison with other tenders received; the authority must seek clarity from the tenderer on how they have priced the tender at this level and demonstrate that it is commercially viable and sustainable. Where such assurances are either not provided or not plausible then the authority should disqualify the submission.

(m) Post-tender Negotiations

- 9.38 Post Tender Negotiations shall not be used to degrade the original tender requirements or price unless:

- (a) ALL the received tenders came in over budget
- (b) Other special circumstances

- 9.39 In these circumstances, all tenderers that have submitted a tender shall be given the opportunity to resubmit against a revised or reduced specification.
- 9.40 All other negotiations shall only be undertaken in accordance with Law and in agreement with Procurement and Legal.

(n) Moderation

- 9.41 Following the individual scoring of the quality method statement responses, the evaluation panel, overseen by procurement, must meet and agree a common score for each question along with an agreed justification for the scores and question specific feedback for the tenderer.

(o) AWARD Process

- 9.42 Where a formal gateway process has been used to commence and decide on the procurement process, a further review should be completed before the decision to award. In all case, the following stages must be completed.

9.43 Tender Report (Regulation 84 PCRs)

- 9.43.1 All advertised tenders must, before award, have a completed tender report approved by procurement, legal and finance before any notifications are sent or contracts collated.

9.44 Notifications (Regulations 55 and 86 PCRs) & Standstill (Regulation 87 PCRs)

- 9.44.1 All notification or outcome letters must be approved by procurement and signed by the Procurement and Contracting Manager.
- 9.44.2 All tenderers (successful and unsuccessful) must be notified, in writing, of the outcome of the evaluation process at the same time. Unsuccessful tenderers must be provided with feedback which details the relative advantages of the successful tenderer.
- 9.44.3 Where the procurement is regulated (and even on below FTS threshold processes where advised by procurement) the authority must issue and apply a standstill period with the award letters not being issued until after this period has expired.

9.45 Supplier De-briefing

- 9.45.1 Following the notification of the procurement outcome, unsuccessful tenderers may request feedback in addition to that provided in the letters; this must be agreed and supported by procurement to ensure that only allowed information is shared and that it is done so in a non-discriminatory manner.

9.46 Letters of Intent

- 9.46.1 Letters of intent give the contractor the authority to proceed prior to the execution and dating of contract; however, they should only be used where there is a genuine need and genuine benefit to the Authority, such as to:
- (a) facilitating the ordering of goods where there are long lead times;
 - (b) enable design work to commence immediately where not doing so would have an adverse effect on the overall project deadlines and planning requirements;
 - (c) facilitate TUPE requirement.
- 9.46.2 All letters that fall under the points above must be agreed with legal and signed by the relevant Director. Where a letter of intent is required for any other reason, it must be agreed by the Monitoring Officer.
- 9.46.3 Where a letter of intent is issued it must specify its intent and include a maximum liability, which cannot exceed £100,000 unless otherwise agreed by the Monitoring Officer.

9.47 Contract Award

- 9.47.1 All tender processes must be concluded by way of a duly signed or executed document.
- 9.47.2 Contracts MUST not be awarded until all checks have been completed and evidence of any qualifications and certificates provided.
- 9.47.3 The award must be as per the specification issued and the tender received (including any clarifications) and not a conditional or counteroffer.

9.48 Contract Approval

- 9.48.1 Contracts must be executed by signature or as a deed as follows, following consultation and approval from the Chief Finance Officer and Monitoring Officer:

Goods & Service:

- (a) Up to £25k – Responsible Officer
- (b) Up to £100k – Finance
- (c) Up to £250k – Project Director
- (d) Up to £500k – Monitoring Officer, Chief Finance Officer, Chief Executive

- 9.48.2 All works contract to be executed as a deed to ensure a 12-year latent defect period

is applied.

- 9.48.3 Copies of all executed contracts must be provided to the Procurement and Contracting Manager for inclusion in the contracts register

9.49 Contract Award Notices (Regulation 50 PCRs)

- 9.49.1 Award Notices must be published in accordance with the following decisions.

- (a) Where a new Framework or Contract is let and it is over the FTS threshold – in FTS and on Contracts Finder.
- (b) Where the procurement is via a mini competition from a framework and is over £30,000 – on Contracts Finder
- (c) Where the contract value is over £30,000 but under the FTS threshold – on Contracts Finder.

Contract Register & Transparency Code

- 9.49.2 All contracts over £5,000 must be published on the Authority's contract register, this to include a scanned copy of the completed contract and any waiver/ decision or process approval documentation.

9.50 Document Retention

- 9.50.1 All documents issued and received via the e-tendering portal will be stored indefinitely on the portal.
- 9.50.2 Any other information not held on the portal will be in accordance with the Authority's retention policy.

(p) 9.51 Contract Management

- 9.51 The Authority is committed to ensuring that in addition to procuring its contracts compliantly, effectively, economically and in consideration of the community it serves; that they will be appropriately performance managed to ensure the intention and benefits promised are delivered and within the contracted value.

9.52 Contract Performance Management

- 9.52.1 The Contract owner must ensure that performance management meetings are held at appropriate intervals and that these meetings and any decisions made

are properly documented and formally recorded such that they can be relied on.

9.53 Supplier Payment Generally

- 9.53.1 As a responsible authority, payments against contracts should be managed efficiently and without detriment to the suppliers and at most, within 30 days on receipt of the invoice in accordance with government guidance

(q) Construction Contracts

- 9.54 Payments on construction contracts must comply with the form of contract used and where practical, should comply with the Construction Supply Chain Partner as far as reasonable possible to do so.

(r) Late Payments

- 9.55 Where payments are late, suppliers are entitled to claim statutory late payment interest unless otherwise documented in the contract.

9.56 Contract Review

- 9.56.1 Where a formal gateway process has been used in the initial decision making and subsequent award decision, a further review should be carried out to consider contract performance against the initial advertised requirements and budget and to monitor ongoing compliance with these rules and legislation.

9.57 Performance Failures

- 9.57.1 Where a Performance failure is identified the following must be applied:

- (a) Legal are consulted as to permissible measures under the contract.
- (b) Management meetings are held more frequently with the interval being based on the severity of the failure.
- (c) A remedial plan is agreed and signed.
- (d) Revised, intermediate performance targets are set out and monitored to ensure improvement and performance failure resolution within the agreed timescales.

- 9.57.2 Where the above measures do not deliver the required improvements within the required timescales, legal should be consulted to escalate the remedial requirements

or initiate the termination of the contract.

9.58 Contract Termination for Performance

- 9.58.1 Where performance failure under the contract cannot be remedied or where there has been a case of insolvency or other organisation failure, the officer should seek advice from legal and agreement by the Monitoring officer to terminate the contract.

9.59 Contract Variations/Extensions (Regulation 72 PCRs)

- 9.59.1 A Contract should only be extended or varied in accordance with any options specifically included in the original procurement documentation.
- 9.59.2 Where no such provision exists; a contract can only be extended or varied with the agreement of the Director and/or Monitoring Officer (depending on value) and documented through the approval of a waiver, as follows:

- (a) The additional requirement is still in scope of the original specification and does not equate to a new requirement or something that is materially different to that advertised such that it requires a new process.
- (b) The extension or variation does not present an unacceptable risk to the authority eg had the changes been known, others would have participated in the opportunity or a better price could have been achieved.
- (c) The additional requirement does not take it over the FTS threshold when it was procured using a below FTS process.
- (d) The additional value does not exceed more than 10% if goods & services or 15% if works of the original, advertised value (This can be approved by the Director subject to available funds).
- (e) The additional value of any extension or variation is not a material change, the need was unforeseeable, there is a proprietary right or there is urgency and the change does not exceed more than 50% of the original, advertised value (Monitoring Officer).

- 9.59.3 The application of any extension or variation:

- (a) must be in the Authority's best interest;

- (b) must demonstrate value for money;
- (c) cannot be until after a new Due Diligence Check has been completed.

9.59.4 Once approved, Legal must be engaged to provide the necessary legal documentation to record the variation or extension and then the signed version of this and the waiver must be added to the contract register.

9.60 Lessons Learned

9.60.1 At the close of the contract, the gateway process must be concluded with a lessons learned exercise and this information should be shared to ensure ongoing process improvements and best practice.

(s) Other Procurement Considerations

9.61 Procurement on Behalf of Partner Authorities

- 9.61.1 Where the authority is required under its own powers or at the request of a partner authority to procure on its behalf, those procurements must comply with legislation, these rules and the other authority's rules.
- 9.61.2 Where there is a conflict between these rules and the other authority's rules then the following apply:
 - (a) Financial, procurement or other approvals to procure or award must be the those of the authority for which the contract is let
 - (b) Contract signatory requirements to be those of the authority signing the contract
 - (c) Procurement Process to be followed will be these in compliance with the relevant legislation

9.62 Purchase Cards

- 9.62.1 The authority operates a purchase card facility; these are available, with the approval of Finance.
- 9.62.2 Purchase cards are to be used for low value or one-off incidental spend where it is not efficient to carry out a competitive process. Purchase cards **MUST NOT** be used to bypass corporate contracts or these rules without the express permission of Procurement and the appropriate Director.
- 9.62.3 The principle of disaggregation applies to spend on purchase cards both in relation to

the individual and the Authority as a whole.

9.63 Grants (Law)

- 9.63.1 Where a grant is issued, it must be awarded in accordance with the authority's process for advertising, selecting, awarding and monitoring grants.
- 9.63.2 All grants over £25,000 MUST be executed as a Deed.

9.64 Community Right of Challenge

- 9.64.1 Section 81 of the Localism Act 2011 permits relevant bodies (charities, community bodies, town and parish Authority Services and Staff) to submit Expressions of Interest to provide Authority Services. Corporate Services shall maintain and publish a timetable for the submission of interest. Any such expressions shall be forwarded to the Transformation Team.

9.65 Disposal of Goods and Assets (Authority Requirement)

- 9.65.1 Where the Authority has goods or assets that are no-longer required these are to be disposed of through a closed-bid auction process. The Authority has an eBay account for this purpose and any department wishing to use it needs to do so through the Procurement team.

9.66 Procurement Schedules

- 9.66.1 Please see schedule 1 for threshold by procurement category.
- 9.66.2 Please see Schedule 2 for a summary table of procurement rules by category and value.

(t) Waivers

- 9.67 Where an officer seeks to deviate from the requirements of this document a waiver must be completed and approved in accordance with the following rules:

1. Exemptions to the Requirement to Carry-out a Quotes Process

This must be drafted by the responsible officer and agreed by procurement and legal.

2. Exemptions to the Requirement to Advertise on Contracts Finder

This must be drafted by the responsible officer and be approved by procurement, legal and Director with budget responsibility.

3. Exemptions to the Requirement to Carry-out an Advertised Process

This must be drafted by the responsible officer and be approved by procurement,

the relevant Director and the Monitoring Officer.

4. Requests to Vary a Contract in Value or Time

This must be drafted by the responsible officer and be approved by procurement, the relevant Director, the Chief Finance Officer and the Monitoring Officer.

5. Waiver Contract Documents

Once a waiver has been agreed, a formal contract or variation instruction completed and signed/executed. The completed documents must be added to the contract register.

9.68 Procurement Policy

- 9.68.1 Best practice dictates that organisations should have an overarching Procurement Policy in place to offer clear guidance to officers when procuring goods and services, whilst at the same time supporting the organisations' priorities and strategic themes; otherwise there is a risk that officers do not have guidelines to follow to ensure that the Combined Authority is not open to challenge because of its procurement activities.
- 9.68.2 The Combined Authority Procurement Policy at Chapter 19: Policies and Protocols, Appendix 10 offers clear guidance to ensure that procurements comply with both statutory requirements and the Combined Authority's own constitutional requirements.
- 9.68.3 The Policy ensures the Combined Authority is better placed to reduce the likelihood of subsequent challenges to non-compliant procurements.
- 9.68.4 Responsible procurement is defined as "the process whereby organisations meet their needs for goods, services and works in a way that achieves value for money on a whole life basis and generates benefits not only to the organisation, but also to society, the economy and the environment". The Public Services (Social Value) Act 2012 provides the relevant legislative framework and requires local authorities to consider these wider benefits when procuring and entering into contracts. The Act applies to public services contracts and framework agreements to which the Public Contracts Regulations 2015 apply and aims to provide a tool to assist commissioners to get more value for money out of procurement.
- 9.68.5 Under the Public Services (Social Value) Act 2012, the CA must consider before starting the process of procurement of services how what is proposed to be procured might improve the economic, social and environmental well-being of the relevant

area, and how, in conducting the process of procurement, it might act with a view to securing that improvement.

- 9.68.6 This social value duty is balanced by obligations to ensure fair and open competition as set out in the Public Contracts Regulations 2015 which state, *inter alia*, that award criteria must be 'linked to the subject matter' of the contract in question and must be contract-specific and not aimed at assessing the business or corporate policies of the tenderer.
- 9.68.7 Contracting authorities are entitled to decide not to award a contract to the tenderer submitting the most economically advantageous tender where they have established that the tender does not comply with applicable obligations in the fields of environmental, social and labour law established by retained laws in the UK-EU Trade and Cooperation Agreement, national law, or collective agreements. The list of such obligations is prescribed and must be strictly construed. If the tenderer is not in breach of any of those obligations the contracting authority is bound to select its bid if it is the most economically advantageous tender.

CHAPTER 10: ACCESS TO INFORMATION, INFORMATION GOVERNANCE, DATA PROTECTION AND COMPLAINTS

Access to Information

10.1 Access to Information Procedure Rules

- 10.1.1 These rules are a summary of rights to attend meetings of the Authority its Boards, Committees and Sub-Committees, and of access to documents held by the Authority and the elected Mayor for the Cambridgeshire & Peterborough Combined Authority. The Authority will keep at its principal office a summary of various rights to attend meetings and to inspect documents in the Authority's and the Mayor's possession, conferred by the Local Government Act 1972 and by some other legislation.

10.2 Access to Meetings

- 10.2.1 A meeting of the Authority (including meetings of its Board, Committees and Sub-Committees) is open to the public, except as stated in the rules within this section (10.2) and 10.3 below.
- 10.2.2 The public must be excluded from a meeting during any item of business whenever it is likely that, if they were present, confidential information would be disclosed in breach of the obligation of confidence. Confidential information means information provided on a confidential basis by a Government department, and information the disclosure of which is prohibited by statute or by Court order.
- 10.2.3 The public may be excluded by resolution during an item of business whenever it is likely that there would be disclosure to them of 'exempt information'. Exempt information is defined to cover such matters as personal information, financial and business affairs of people or companies with whom the Authority has dealings, and of the Authority itself, action likely to lead to criminal proceedings, matters relating to industrial relations consultations and negotiations and matters relating to legal proceedings. A description of 'exempt information' is set out in Schedule 12A to the Local Government Act 1972, as amended.
- 10.2.4 Attendance does not provide an automatic or guaranteed right to speak at meetings.
- 10.2.5 Public meetings may be filmed or recorded in accordance with this Chapter 5: Standing Orders, paragraph 5.40.

10.3 Access to Agenda and Connected Papers

- 10.3.1 Copies of the agenda and reports for a meeting of the Authority or of any of its Boards, Committees or Sub-committees must be open for inspection by the public, except for any report on an item during the consideration of which the meeting is not likely to be open to the public. Documents must be available five clear days before the meeting, or as soon as the meeting is convened, or the item added to the agenda, if that is less than five clear days before the meeting. The agendas and reports will be published on the Authority's website.
- 10.3.2 The agendas and reports will be made available to members of the public present at a meeting; and will be made available, on request, to the media.

10.4 Inspection of Minutes

- 10.4.1 After a meeting and once the minutes have been signed, a copy of the minutes (or if any of the meeting was held in private, a summary of what took place in private), together with the documents made available for public inspection by being published on the Authority's website.

10.5 Inspection of Background Papers

- 10.5.1 Members of the public may also inspect a list of background papers for any report (except those reports containing 'confidential' or 'exempt' information) and a copy of each of the documents included in that list. This right is available as soon as the report to which the list relates is published and continues for four years from the date of the meeting. (In the case of the public right to inspect background papers, the right is subject to their production as soon as is reasonably practicable after the request is made). Background papers disclosing confidential or exempt information are not required to be listed, but, if they are listed, they will not be open to inspection.
- 10.5.2 Background papers are documents which relate to the subject matter of a report, disclose any fact or matter on which the report is based, and have been relied on to a material extent in preparing the report - but exclude any published work. Requests for inspection of such documents should be made to the Monitoring Officer who will arrange for the production of such documents as soon as reasonably practicable after the request. Where reasonably practicable, a link to the background papers will be published on the Authority's website.

10.6 Additional Access for Members of the Authority

- 10.6.1 Any document in the possession or under the control of the Mayor or the Authority which contains material relating to any business to be transacted at a meeting is

open to inspection by a Member (subject to Rule 10.13 below) and must be available for inspection for at least five clear days before the meeting except:

- (a) where the meeting is convened at shorter notice, such a document must be available for inspection when the meeting is convened; and
- (b) where an item is added to the agenda at shorter notice, a document that would be required to be available in relation to that item, must be available for inspection when the item is added to the agenda

- 10.6.2 Where a document discloses certain specified categories of exempt information it need not be open to inspection by the Mayor or a Member. These categories relate mainly to personal information relating to crime or legal proceedings, or matters concerned with negotiations or industrial relations.
- 10.6.3 Where it appears to the proper Officer that compliance with Rule 10.13 below, in relation to a document or part of a document would involve the disclosure of advice provided by a political adviser or assistant that paragraph will not apply to that document or part.

10.7 Additional Rights of Access to Documents for Members of the Overview & Scrutiny Committee

- 10.7.1 Subject to Rule 10.7.3 below, a Member of the Overview & Scrutiny Committee of the Authority is entitled to a copy of any document which:
- (a) is in the possession or under the control of the Mayor or the Authority; and
 - (b) contains material relating to:
 - (i) any business that has been transacted at a meeting of a decision-making body of the authority;
 - (ii) any decision that has been made by the Mayor under the authority granted to him by statute, regulation, order, directive or the Authority;
 - (iii) any decision that has been made by an officer of the authority for which he is responsible to the Mayor or the Authority.
- 10.7.2 Subject to Rule 10.7.3 below, where a member of an overview and scrutiny committee requests a document which falls within Rule 10.7.1 above, the Mayor

and/or the Authority must provide that document as soon as reasonably practicable and in any case no later than 10 clear days after the request is received.

- 10.7.3 No Member of the Overview & Scrutiny Committee is entitled to a copy of any document or part of a document or part of a document that contains exempt or confidential information unless the Monitoring Officer considers it is relevant to an action or decision that that member is reviewing or scrutinising or any review contained in any programme of work of a scrutiny committee or sub-committee which he is a member of; or which contains advice provided by a political adviser or assistant.
- 10.7.4 Where the Mayor or the Authority determines that a member of the Overview & Scrutiny Committee is not entitled to a copy of a document or part of any such document for a reason set out in Rule 10.7.3 above, it must provide the Overview & Scrutiny Committee with a written statement setting out its reasons for that decision.

10.8 Publication of Additional Information

- 10.8.1 The Authority must maintain a register stating the name of the Mayor, every Member and their appointing council or the Business Board. The register is published on the website and is also open to inspection by the public at the offices of the Authority at 2nd Floor Pathfinder House, St. Mary's Street, Huntingdon, Cambridgeshire, PE29 3TN between the hours of 09:00 and 16:30 on working days.
- 10.8.2 The Authority will maintain a list specifying the powers delegated by it or by the Mayor to its Officers and stating the title of the Officer by whom each of those powers is exercisable. The list is published on the website and also open to public inspection but excludes delegations of less than six months' duration.

10.9 Financial Documents

- 10.9.1 The Mayor or a Member of the Authority has a right to inspect the Authority's accounts.
- 10.9.2 Any local government elector for the district of a constituent Council or a non-constituent Council has the right to inspect an order for the payment of money made by the Authority, and the right to inspect the statement of accounts prepared by the Authority under the Accounts and Audit (England) Regulations 2015 (as amended).
- 10.9.3 At the audit of the Authority's accounts by the external auditor, any persons interested may inspect the accounts to be audited and all books, deeds, contracts, bills, vouchers and receipts relating to them except that no personal information

about a member of the Authority's staff or any other identifiable person is required to be disclosed.

10.10 Documents Deposited with the Combined Authority

- 10.10.1 Documents may be required to be deposited with a proper officer of the Authority, either under an Act of Parliament or statutory instrument, or pursuant to the Standing Orders of either House of Parliament. A person interested in any such document may inspect it. Requests should be made to the Monitoring Officer.

10.11 Other Documents

- 10.11.1 Any report received from the Local Government Ombudsman under section 30 of the Local Government Act 1974 must normally be open to public inspection for a period of three weeks, but the Ombudsman may direct that a particular report shall not be publicly available.
- 10.11.2 Where a public inquiry is to be held into a compulsory purchase order made by the Authority, a statement of the Authority's case to the inquiry, together with copies of any documents it intends to submit to the inquiry, must be made available for inspection by any person on request.
- 10.11.3 The Local Government (Inspection of Documents) (Summary of Rights) Order 1986 lists many other statutory provisions under which documents are required to be available to the public.

10.12 Fees

- 10.12.1 No fee will be charged for providing the facility of inspecting background papers.
- 10.12.2 A person who is entitled to inspect a document may (unless copyright law forbids it) make copies of, or extracts from it, or require a photographic copy of, or extract from, the document. The Authority reserves the right to make a charge for providing copies of documents.

10.13 Meaning of Exempt Information

- 10.13.1 Exempt information means information falling within the following seven categories and within schedule 12A of the Local Government Act 1972, subject to the qualifications listed below:

CATEGORY	
1.	Information relating to any individual.
2.	Information which is likely to reveal the identity of an individual.
3.	Information relating to the financial or business affairs of any particular person (including the authority holding that information).
4.	Information relating to any consultations; or negotiations, or contemplated consultations; or negotiations, in connection with any labour relations matter arising between the authority; or a Minister of the Crown and employees of; or office holders under the authority.
5.	Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
6.	Information which reveals that the authority proposes: <ul style="list-style-type: none"> (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or (b) to make an order or direction under any enactment.
7.	Information relating to any action taken or to be taken in connection with the prevention or investigation or prosecution of crime.

QUALIFICATIONS
<p>Information relating to the financial or business affairs of any particular person is not exempt if it is required to be registered under:</p> <ul style="list-style-type: none"> (a) the Companies Act 1985; (b) the Friendly Societies Act 1974 and 1992; (c) the Industrial and Provident Societies Acts 1965 to 1978; (d) the Building Societies Act 1986; or (e) the Charities Act 1993. <p>Information is exempt if and in so long as in all circumstances of the case, the public interest</p>

in maintaining the exemption outweighs the public interest in disclosing the information.

10.14 Procedure Before Taking a Key Decision

10.14.1 Subject to Rule 6.3 (general exceptions) and Rule 6.4 (special urgency) a Key Decision may not be taken unless:

(a) a notice (called here a Forward Plan) has been published in connection with the matter in question at the offices of the Authority and on its website;

(b) where the decision is to be taken at a meeting of the Authority or one of its committees/sub-committees, notice of the meeting has been given in accordance with the rules regarding the notice for meetings.

10.14.2 Where a decision has been made by the Mayor, the Authority or an Officer and was not treated as being a Key Decision and the Overview & Scrutiny committee is of the opinion that the decision should have been treated as a Key Decision, that Overview & Scrutiny committee may require the decision maker to submit a report to the authority within such reasonable period as the committee may specify.

10.14.3 A report under Rule 10.14.2 must include details of the decision and the reasons for the decision; the decision maker; and the reason the decision maker is of the opinion that the decision was not a Key Decision.

Information Governance

10.15 Why the Combined Authority collects information about individuals (or groups)

10.15.1 The Combined Authority collects and processes various categories of personal information at the start of, and for the duration of an individual (or groups) relationship with it. The Combined Authority will limit the collection and processing of information to what is necessary to achieve one or more legitimate purposes as identified below. The Combined Authority uses personal information for a limited number of purposes and always in line with its responsibilities, and where reasonable the wishes of the individual (or group), where there is a legal basis to use personal information and in relation to the rights of the individual (or group).

10.15.2 The Combined Authority processes personal information:

- For the purpose for which information was provided, for example services the Combined Authority has/is providing in relation to transport, public service reform, business and skills, and housing
- To enable the Combined Authority to communicate with the individual (or group) and for the provision of services therein
- To monitor the Combined Authority's performance in providing services; to gather statistical information to allow the Combined Authority to plan future provision of services; and to obtain opinion about our services
- To meet various legal requirements
- For the prevention and/or detection of crime
- To process financial transactions including grants and payments directly involving the Combined Authority or where it is acting on behalf of other government bodies
- For general processing where the individual (or group) has given consent for the Combined Authority to do so
- Where it is permitted under the Data Protection Act, for example, to comply with legal obligations, or for the Combined Authority to seek legal advice or undertake legal proceedings
- For marketing purposes to keep the individual (or group) updated on the latest news and services

10.16 Ways in which the Combined Authority collects information

Face-to-Face

- 10.16.1 The Combined Authority may keep a record of an individual (or groups) visit to it to assist in the delivery and improvement of the services that it provides. Any such records that include personal information will be kept securely.

Telephone calls

- 10.16.2 Ordinarily, the Combined Authority will inform an individual (or group) if it records or monitors any telephone calls made to it. The Combined Authority may do this to increase the security of an individual (or group) so that it has a record of a call taking place and/or for training and quality purposes.

Emails

- 10.16.3 If you email us, we may keep your email as record that you have made contact. This includes your email address. We will not include any personal or otherwise confidential information in any email we send to you unless it is sent securely or you

have agreed to us contacting you with this information. We would also recommend that you keep the amount of personal or confidential information you send to us via email to a minimum.

Online

- 10.16.4 On the Combined Authority's website there will be links to other external websites which are provided for the information and convenience of visitors. The data protection policy (see Chapter 19 – Policies and Protocols: Appendix 10) applies solely to the Cambridgeshire and Peterborough Combined Authority. The Combined Authority is not responsible for the content of external websites. It is recommended that when visiting external websites time is taken to read the privacy notices provided by them.

10.17 What the Combined Authority does with the information from individuals (or groups)

- 10.17.1 When deciding what personal information to collect, use and hold, the Combined Authority is committed to making sure that it:
- Only collects, holds and uses personal information where it is necessary and fair to do so
 - Keeps personal information secure and safe
 - Securely disposes of any personal information when it is no longer required
 - Is open with the individual (or group) on how it uses information and who it shares it with
 - Adopts and maintains high standards in handling any personal information
- 10.17.2 The Combined Authority may disclose personal information to a third party, but only where this is required by law, where that third party needs that information to provide a service on behalf of the Authority, or where it is otherwise allowed under the Data Protection Act. The Combined Authority will strive to make sure that the third party has sufficiently robust systems and procedures in place to protect personal information

10.18 Who the Combined Authority may share information with

- 10.18.1 The Combined Authority will not share information outside of the Cambridgeshire and Peterborough Combined Authority except:

- (a) Where the Combined Authority has the permission of the individual (or group)
- (b) Where required for the service the Combined Authority is providing
- (c) Where the Combined Authority is required by law and by law enforcement agencies, judicial bodies, government, tax authorities or other regulatory bodies
- (d) With third parties, external partners, and agencies assisting the Combined Authority in delivering a service to the individual (or group)
- (e) With external partners to improve, and advance the service the Combined Authority provides to the individual (or group)

Data Protection

- 10.19.1 The Cambridgeshire and Peterborough Combined Authority is a controller for the purposes of the Data Protection Act 2018. The Authority collects, processes and stores a wide range of information, including personal information to deliver services efficiently. The Combined Authority is responsible for managing the information that it holds and recognises this is important information to residents. The Combined Authority takes its responsibilities seriously and uses personal information fairly, correctly and safely in line with the UK's data protection laws.
- 10.19.2 The Combined Authority Data Protection Policy is set out in Chapter 19 – Policies, Procedures and Protocols, appendix 10.

Complaints

- 10.20.1 The Combined Authority is committed to providing high-quality services for all members of the public, businesses and organisations. The Combined Authority welcomes customers' views and uses them to improve services.
- 10.20.2 The Combined Authority has a two-stage policy:

Informal Complaint

- 10.20.3 The Combined Authority will always wish to deal with a complaint as quickly and efficiently as possible. Therefore, the Combined Authority will always try to deal with a complaint informally. Staff at the Combined Authority will do their absolute best to settle the complaint without the complainant needing to do anything else.



Formal Complaint

- 10.20.4 If the complainant has spoken to Combined Authority staff about their complaint but they have not been able to put things right, or they are not happy with the outcome, the next step is to make a formal complaint in writing to the Monitoring Officer.
- 10.20.5 The Complaints Policy describes how the Combined Authority deals with complaints and the role of the Local Government and Social Care Ombudsman. This can be found at Chapter 19 – Policies and Protocols, Appendix 11.

CHAPTER 11: EMPLOYMENT RULES AND REGULATIONS

11.1 Introduction

- 11.1.1 These rules set out how officers are appointed and dismissed and the role that Elected Members have in officer appointments and dismissals.

11.2 Definitions

- 11.2.1 For the purpose of these rules the definitions of “Chief Officer”, “Deputy Chief Officer”, and “Disciplinary Action” are as set out in Chapter 7: Boards and Committees of this Constitution relating to the Employment Committee.

11.3 Appointment of Head of Paid Service, Monitoring Officer, Section 73 Officer and Chief Officers

- 11.3.1 Where the Combined Authority proposes to appoint a Head of Paid Service (Chief Executive), Monitoring Officer, an officer with the responsibilities set out in Section 73(1) of the Local Government Act 1985 (Chief Finance Officer) or Chief Officer the Employment Committee will draw up a statement specifying:

- (a) the duties of the Officer concerned; and
- (b) any qualifications or qualities to be sought in the person to be appointed.

Where it is not proposed that the appointment be made exclusively from among the Combined Authority’s existing officers the Committee will make arrangements for:

- (c) the post to be advertised in such a way as is likely to bring it to the attention of persons who are qualified to apply for it; and
- (d) for a copy of the statement referred to above to be sent to any person on request

Where a post has been advertised in accordance with paragraph (c) above the Committee will:

- (e) interview all qualified applicants for the post or select a short list of such qualified applicants and interview those included on the short list.

Where no qualified person has applied the Committee will:

- (f) make further arrangements for advertisement in accordance with paragraph (c) above.

- 11.3.2 The Combined Authority Board will approve the appointment of the Head of Paid Service (Chief Executive), the Monitoring Officer and the officer with the responsibilities set out in section 73(1) of the Local Government Act 1985 (Chief Finance Officer) (“the statutory officers”) following the recommendation of the Committee.
- 11.3.3 Appointments of Chief Officers will be made by the Committee.
- 11.3.4 All decisions on the appointment of Chief Officers, or decisions on recommendations to the Combined Authority Board on the appointment of statutory officers, made by the Committee 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.
- 11.3.5 Where it is necessary to appoint an interim Head of Paid Service [Chief Executive], Monitoring Officer, or Section 73 Officer [Chief Finance Officer] on an urgent basis that appointment shall be made by the Employment Committee.
- 11.3.6 When making decisions as to the appointment or dismissal of statutory officers and Chief Officers the Employment Committee shall include the Mayor or Deputy Mayor in their place.
- 11.3.7 The appointment of officers at or below Deputy Chief Officer level shall be the responsibility of the Chief Executive or of any officer nominated by them in relation to a particular appointment.

11.4 Avoiding Conflicts of Interest in the Appointment Process

- 11.4.1 Any person seeking appointment as an Officer of the Combined Authority shall be required to state in writing whether they are the parent, grandparent, partner, child, stepchild, adopted child, grandchild, brother, sister, uncle, aunt, nephew or niece (“relative”) of an existing Member or Officer or the partner of such persons.
- 11.4.2 No candidate related to a Member or Officer as described above will be appointed as Head of Paid Service or as a Chief Officer without the agreement of the Mayor.
- 11.4.3 An Officer or Member must not be involved in the appointment or any other decision relating to the discipline, promotion, pay or conditions of an officer, or prospective officer who is a relative, partner, partner of a relative or friend. Friendship connotes a relationship going beyond regular contact with colleagues in the course of

employment.

- 11.4.4 Any applicant who directly or indirectly seeks the support of any Member for any appointment within the Combined Authority will be disqualified from the recruitment process.
- 11.4.5 No Member of the Combined Authority shall seek support for any person for appointment with the Combined Authority. This shall not be interpreted to mean that Members and officers are precluded from giving a written reference for a candidate for submission with an application for employment as appropriate.

11.5 Dismissals and Disciplinary Action

- 11.5.1 Only the Combined Authority Board may dismiss the Head of Paid Service (Chief Executive), the Section 73 Officer (Chief Finance Officer) or the Monitoring Officer (“the statutory officers”) as a result of disciplinary action following the recommendations of the Statutory Officer Investigatory Panel.
- 11.5.2 A statutory officer may not be dismissed by the Combined Authority unless the relevant procedures set out in these Rules have been complied with.
- 11.5.3 The Statutory Officer Investigatory Panel shall have authority to take disciplinary action falling short of dismissal against the statutory officers and to suspend and keep under review any suspension of those statutory officers.
- 11.5.4 The Employment Committee will have authority to dismiss Chief Officers. Any Chief Officer so dismissed shall have a right of appeal to the Combined Authority Board in accordance with the Authority’s Appeals Procedures.
- 11.5.5 The Mayor or the Deputy Mayor in their place shall be a member of the Statutory Officer Investigatory Panel which meets to consider a dismissal or recommendation for dismissal under paragraph 11.5.1 or 11.5.3.
- 11.5.6 Members will not be involved in the dismissal of any officer at or below Deputy Chief Officer level except where such involvement is necessary for the investigation or inquiry into alleged misconduct through the Combined Authority’s disciplinary procedures as adopted from time to time.

11.6 Avoiding Conflicts of Interest in Dismissals and Disciplinary Action

- 11.6.1 No member or substitute member who has sat as a member of the Statutory Officer Investigatory Committee or Employment Committee when a recommendation or decision has been made as to the dismissal or disciplining of an officer under Section 5 above shall sit as a member of the Combined Authority Board when it considers any such recommendation or an appeal by the officer against any such decision.

11.7 Employee Code of Conduct

- 11.7.1 All officers are required to sign an agreement to be bound by the Employee Code of Conduct and all Chief Officers and Deputy Chief Officers are required to complete a register of interests form in accordance with the Code.

11.8 Officer Appointments to the Mayoral Office

- 11.8.1 Certain designated posts within the Mayoral office will be subject to the protocol at Chapter 19: Policies and Protocols, appendix 12. These posts are:
- (a) Chief of Staff
 - (b) Mayoral Adviser, and
 - (c) Senior Policy Adviser.

11.9 Politically Restricted Posts

- 11.9.1 Certain posts are “politically restricted” for the purposes of Part I of the Local Government and Housing Act 1989. The Protocol on Political Restriction at Chapter 19: Policies and Protocols, appendix 5 sets out the rules which apply to such posts.

CHAPTER 12: ALLOWANCES

THIS CHAPTER WILL BE PRODUCED BY MAY 2023

CHAPTER 13: THE AUDIT & GOVERNANCE COMMITTEE

13.1 Governance

- 13.1.1 The Combined Authority has appointed an Audit and Governance Committee. The committee is a statutory, non-executive committee.

13.2 Functions

- 13.2.1 The Audit and Governance Committee shall have the following statutory powers to:

- (a) review and scrutinise the authority's financial affairs;
- (b) review and assess the authority's risk management, internal control and corporate governance arrangements;
- (c) review and assess the economy, efficiency and effectiveness with which resources have been used in discharging the authority's functions; and
- (d) make reports and recommendations to the Combined Authority in relation to reviews conducted under paragraphs (a) (b) and (c);
- (e) implement the obligation to ensure high standards of conduct amongst Members.

13.3 Terms of Reference

- 13.3.1 The Audit and Governance Committee shall undertake the following for both the Combined Authority and the Business Board:

Accounts

- 13.3.2 Approve the annual statement of accounts.

Governance

- 13.3.3 Review corporate governance arrangements against the good governance framework.
- 13.3.4 Review the Annual Governance Statement prior to approval to ensure it properly

reflects the risk environment and supporting assurances.

- 13.3.5 Annually review the assurance framework to ensure it adequately addresses risks and priorities including governance arrangements of significant partnerships.
- 13.3.6 Monitor the Authority's risk and performance management arrangements including reviewing the risk register, progress with mitigating actions and assurances.
- 13.3.7 Monitor the anti-fraud and whistle blowing policies and the complaint process.

Internal Audit

- 13.3.8 Provide assurances over the effectiveness of internal audit functions and assuring the internal control environments of key partners.
- 13.3.9 Review internal audit requirements undertaken by the Combined Authority.
- 13.3.10 Approve the internal audit plan.
- 13.3.11 Consider reports and assurances from the Chief Finance Officer in relation to:
 - (a) Internal Audit performance;
 - (b) Annual Assurance Opinion on the adequacy and effectiveness of the framework of governance, risk management and control;
 - (c) Risk management and assurance mapping arrangement;
 - (d) Progress to implement recommendations including concerns or where managers have accepted risks that the Authority may find unacceptable.

External Audit

- 13.3.12 Review the annual accounts.
- 13.3.13 Consider the annual external audit of the Combined Authority's accounts, including the Annual Audit Letter and assessing the implications and monitoring managers' response to concerns.

Financial Reporting

- 13.3.14 Consider whether accounting policies were appropriately followed and any need to report concerns to the Combined Authority Board.
- 13.3.15 Consider any issues arising from External Auditor's audit of the account.
- 13.3.16 Ensure there is effective scrutiny of the treasury management strategy and policies in accordance with CIPFA's Code of Practice.
- 13.3.17 Maintain an overview of the Council's Constitution in respect of contract procedure rules, financial regulations and standards of conduct and make recommendations to

the Chief Finance Officer and Monitoring Officer where necessary.

Code of Conduct

- 13.3.18 Ensure the Combined Authority has effective policies and processes in place to ensure high standards of conduct by its Members and Co-opted Members.
- 13.3.19 Assisting the Members and Co-opted Members to observe the Code of Conduct.
- 13.3.20 Advising the Combined Authority on the adoption or revision of the Code of Conduct and monitor its operation.
- 13.3.21 Advising on training and overseeing the effectiveness of any training for Members and Co-opted Members on matters relating to the Code of Conduct.

Subsidiary Companies of the Combined Authority

- 13.3.22 Assisting the Combined Authority in fulfilling its oversight responsibilities in relation to reviewing and monitoring activity of the trading companies.
- 13.3.23 Advising the Combined Authority Board on any matters within the Committee's powers pertaining to the trading companies.
- 13.3.24 Providing appropriate review and challenge of the Combined Authority's governance arrangements of its trading companies and its appointments to the boards of the companies.
- 13.3.25 Providing appropriate review and challenge on the financial information provided to the Combined Authority by the trading companies.
- 13.3.26 Commissioning, where appropriate, the Combined Authority's internal audit function to undertake discrete activity relating to the Authority's governance of its trading companies.

General

- 13.3.27 To review any issue referred to the Committee by the Chief Executive, Directors, s73 Officer, Monitoring Officer or any Combined Authority Member. An issue may be referred to the Audit and Governance Committee by notifying the Monitoring Officer at least seven working days before an Audit & Governance meeting. The Chair of the Audit & Governance committee will be informed of the referral following which the Chair would decide whether the issue falls within the remit of the Audit & Governance Committee and additionally decide at which meeting the issue will be discussed.
- 13.3.28 Report and make recommendations to the Combined Authority in relation to the above.

13.4 Membership

- 13.4.1 The Combined Authority Board shall decide the size and membership of the Audit



and Governance Committee and shall include one Independent Person.

- 13.4.2 In appointing Members to the Committee, the Combined Authority Board must ensure that the Members of the Committee taken as a whole reflect so far as reasonably practicable the balance of political parties for the time being prevailing among Members of the Constituent Councils when taken together.
- 13.4.3 The Committee may not include any Officer of the Combined Authority or of a constituent council.
- 13.4.4 The Combined Authority Board shall appoint at least one Substitute Member from each constituent council.
- 13.4.5 The Monitoring Officer has delegated authority to accept changes to membership of committees notified by constituent councils during the municipal year to ensure there is a full complement of members or substitute members at committee meetings.

13.5 Chair and Vice-Chair

- 13.5.1 The Combined Authority Board shall appoint the Chair and Vice-Chair.
- 13.5.2 The Independent Member should be designated as Chair of the Audit and Governance Committee.
- 13.5.3 The Vice-Chair of the Committee should be chosen by the Committee, at its first meeting each Civic Year.

13.6 Sub-Committees

- 13.6.1 The Committee may appoint one or more sub-committees and arrange for the discharge of any of its functions by any such sub-committee.
- 13.6.2 The Committee shall appoint a hearings panel to hear any complaints where the Member is alleged to have breached the Code of Conduct.

13.7 Hearing Panel (Sub-Committee to the Audit & Governance Committee)

- 13.7.1 The Hearings Panel is a Sub-Committee of the Audit and Governance Committee.
- 13.7.2 The Panel has the following functions:

- (a) When matters are referred by the Monitoring Officer granting dispensations to Members and Co-opted Members allowing them to:

- (i) participate in the debate; and/or

- (ii) vote on any matter in which they have a disclosable pecuniary

interest;

- (b) On matters being referred by the Monitoring Officer deciding whether complaints concerning Members should be investigated;
- (c) Hearing complaints that have been referred to them by the Monitoring Officer pursuant to the Complaints procedure;
- (d) The agreement of relevant procedures for the undertaking of its functions, when appropriate to be included within the Constitution.

13.8 Requests to Audit & Governance

- 13.8.1 The Mayor or the Combined Authority Board may resolve to ask the Committee to review any of its functions including:
- (a) The authority's financial affairs;
 - (b) The authority's risk management, internal control and corporate governance arrangements;
 - (c) The economy, efficiency and effectiveness with which resources have been used in discharging the authority's functions.

13.9 Reference of Matters to Committees

- 13.9.1 Any of the following may request a matter to be included on the agenda of the Audit and Governance Committee provided it is relevant to the functions of the Combined Authority and not an excluded matter:
- (a) any Member of the Audit and Governance Committee;
 - (c) any Member of the Combined Authority; and
 - (c) any Member of a Constituent Council of the Combined Authority.
- 13.9.2 An "excluded matter" means any matter which is a local crime and disorder matter.
- 13.9.3 Any request should state why the Member considers it appropriate for the Committee to exercise any of these powers in relation to the matter and the Committee must

have regard to these reasons. The request must be submitted to the Monitoring Officer who will arrange for the Chair of the Committee to determine whether the item should be placed on the agenda of the next available meeting.

- 13.9.4 If the Committee decides not to exercise any of its powers in relation to the request it must notify the referring Member of its decision; and the reasons for it.
- 13.9.5 The Committee shall provide the Member with a copy of any report or recommendations which it makes in connection with the matter.

13.10 Procedure Rules: Access to Meetings

- 13.10.1 The public may attend meetings and have access to agenda, reports and minutes in accordance with the Transparency Rules, Forward Plan and Key Decisions in [Chapter 10: Access to Information, Information Governance, Data Protection and Complaints](#)

13.11 Procedure Rules: Meetings

- 13.11.1 The Committee will meet at least once a year.
- 13.11.2 An extraordinary meeting of an Audit and Governance Committee may be called by:
 - (a) the Chair of the Committee; or
 - (b) the Head of Paid Service.

13.12 Procedure Rules: Quorum

- 13.12.1 No business is to be transacted at a meeting of the Committee unless at least two-thirds of the total number of Members on the Committee are present.

13.13 Procedure Rules: Voting

- 13.13.1 Each Member of the Committee appointed from the Constituent Councils is to have one vote and no Member (including the Chair) is to have a casting vote.
- 13.13.2 Members of the Committee who are appointed other than from the Constituent Councils shall be non-voting Members of the Committee but may be given voting rights by resolution of the Combined Authority.
- 13.13.3 Any questions that are to be decided by the Committee are to be decided by a simple

majority of the Members present and voting. If a vote is tied on any matter it is deemed not to have been carried. No deadlocked decisions of the Committee shall be referred to the Combined Authority Board.

13.14 Procedure Rules: Conflicts of Interest

13.14.1 Members must comply with the Member Code of Conduct.

13.14.2 No Member of the Committee may scrutinise a decision (whether or not implemented) in which they were directly involved as a Member of the decision-making body which made that decision.

13.14.3 Such a Member may only attend the Committee to:

- (a) make representations;
- (b) answer questions; or
- (c) give evidence about the decision.

13.15 Appointment of Independent Person

13.15.1 The Committee must have at least one independent person. The appointment must be made by the Combined Authority Board.

13.15.2 A person is independent if the person:

- (a) is not a Member, Co-opted Member or Officer of the authority;
- (b) is not a Member, Co-opted Member or Officer of a parish council for which the authority is the principal authority;
- (c) is not a relative, or close friend, of a person within sub-paragraph (a) or; and
- (d) was not at any time during the past five years been:
 - (i) a Member, Co-opted Member or Officer of the authority; or
 - (ii) a Member, Co-opted Member or Officer of a parish council for which the Authority is the principal Authority.



13.16 Term of Office of the Independent Person

- 13.16.1 Each independent person will serve a term of four years, which may be renewed up to a maximum of one further term (ie total maximum eight years).

13.17 Appointments Process for the Independent Person

- 13.17.1 The vacancy for the Independent Person must be advertised in such manner as the Combined Authority considers is likely to bring it to the attention of the public. The person must submit to the Combined Authority an application to fill the vacancy, and the person's appointment has been approved by a majority of the Members of the Combined Authority Board.
- 13.17.2 The position of Independent Person shall be advertised on the Combined Authority's website, along with the website of each constituent authority.

13.18 Procedures at Meetings

- 13.18.1 The Combined Authority Standing Orders at Chapter 5 will apply.

Annex 1

The current membership of the Audit and Governance Committee is one member from each constituent council and one independent person (eight members). The quorum is six members.

CHAPTER 14: THE OVERVIEW & SCRUTINY COMMITTEE

14.1 Governance

- 14.1.1 The Combined Authority Board has appointed an Overview and Scrutiny Committee. The committee is a statutory, non-executive committee.

14.2 Functions

- 14.2.1 The Committee shall have the power to:

- (a) review or scrutinise decisions made, or other action taken, in connection with:
- (b) the discharge of any functions which are the responsibility of the Combined Authority;
- (c) the discharge by the Mayor of any general functions;
- (d) any Combined Authority decision in its role as accountable body for the Business Board. The Combined Authority's Scrutiny Officer shall ensure that this includes appropriate scrutiny of Business Board decision-making and achievements.
- (e) make reports or recommendations to the Combined Authority Board:
 - (i) with respect to the discharge of any functions that are the responsibility of the authority;
 - (ii) on matters that affect the authority's area or the inhabitants of the area;
 - (iii) make reports or recommendations to the Mayor:
 - (iv) with respect to the discharge of any general functions;
 - (v) on matters that affect the authority's area or the inhabitants of the area.

14.2.2 The power of the Committee under paragraph 14.2.1(a) – (e) includes the power to review or scrutinise a key decision made but not implemented and to:

(a) direct that a decision is not to be implemented while it is under review by the Committee, and

(b) recommend that the decision be reconsidered.

14.2.3 In the exercise of its functions set out in the Constitution, the power of the Committee shall include the doing of anything which is calculated to facilitate or is conducive or incidental to the discharge of those functions.

14.3 Membership

14.3.2 The Combined Authority must appoint at least one Member from each of the Constituent Councils to the Committee. The membership of the Committee taken as a whole shall reflect so far as reasonably practicable the balance of political parties for the time being prevailing among Members of the Constituent Councils collectively.

14.3.3 The Combined Authority may appoint at least one Substitute Member from each Constituent Council. The Substitute Members shall be from the same political party as the Member being substituted to maintain the political balance.

14.3.4 A change in the party-political composition of any of the Constituent Councils, shall require a review of the membership of the Committee in order to determine whether any amendment to its membership is required. If the review requires a change in membership, Constituent Councils will be advised of any changes they will need to make to their appointments at the earliest opportunity.

14.3.5 The Overview and Scrutiny Committee may not include any Member or Substitute Member of the Combined Authority including the Mayor nor any Officer of the Combined Authority or of any of the Constituent Councils.

14.3.6 Within the period of 28 days of the appointment being made to the Committee, the Combined Authority shall publish a notice on its website which:

(a) states that it has made an appointment;

(b) identifies each Member of the Committee who has been appointed

and any Substitute Members; and

(i) specifies the term of office of those appointed.

(c) The term of office shall be one year from the date of the Annual Meeting of the Constituent Councils that appointed them to the Committee unless:

(i) they cease to be an elected Member of the Constituent Councils that appointed them;

(ii) they no longer wish to participate in the scrutiny arrangements and communicate this in writing to the Proper Officer of their Constituent Councils; or

(iii) the Combined Authority is advised by any of the Constituent Councils that it wishes to change one or more of its appointees to the Committee.

14.3.6 The Monitoring Officer has delegated authority to accept changes to membership of committees notified by constituent councils during the municipal year to ensure there is a full complement of members or substitute members at committee meetings.

14.4 Chair and Vice-Chair

14.4.2 The Committee shall appoint the Chair and Vice-Chair of the Committee and the Chair and Vice-Chair will be elected Members of one of the Constituent Councils.

14.4.3 The Committee must ensure that the person appointed as the Chair is an “appropriate person” who is an elected Member of one of the Constituent Councils but is not a Member of the registered political party of which the Mayor is a member.

14.4.4 Where the Mayor is not a member of a registered political party, a person may not be appointed as Chair if that person is:

(a) a member of the registered political party which has the most representatives among the Members of the Constituent Councils on the Combined Authority, or

(b) where two or more parties have the same number of representatives, a Member of any of those parties.



14.5 Working Groups

- 14.5.2 The Committee may appoint informal non-decision making working groups to contribute to and inform the scrutiny process.

14.6 Procedure Rules: Access to Meetings

- 14.6.2 The public may attend meetings and have access to agenda, reports and minutes in accordance with the Transparency rules in [Chapter 10: Access to Information, Information Governance, Data Protection and Complaints](#).

14.7 Procedure Rules: Meetings

- 14.7.2 The Committee shall meet at least once a year.
- 14.7.3 An extraordinary meeting of the Committee may be called by:
- (a) the Chair of the Committee; or
 - (b) any five Members of the Committee; or
 - (c) the Chief Executive of the Combined Authority.

14.8 Procedure Rules: Quorum

- 14.8.1 No business is to be transacted at a meeting of the Committee unless at least two-thirds of the total number of Members on the Committee are present.

14.9 Procedure Rules: Voting

- 14.9.1 Each Member of the Committee appointed from the Constituent Councils is to have one vote and no Member (including the Chair) is to have a casting vote.
- 14.9.2 Any questions that are to be decided by the Committee are to be decided by a simple majority of the Members present and voting. If a vote is tied on any matter it is deemed not to have been carried. No deadlocked decisions of the Committee shall be referred to the Combined Authority Board.
- 14.9.3 In the sole instance of a tied vote on the matter of the election of a Chair the matter shall be resolved by a coin toss, conducted by an officer of the Combined Authority.

14.10 Procedure Rules: Conflicts of Interest

- 14.10.1 Members must comply with the Member Code of Conduct within this Constitution.
- 14.10.2 No Member of the Committee may scrutinise a decision (whether or not implemented) in which they were directly involved as a Member of the decision-making body which made that decision.
- 14.10.3 Such a Member may only attend the Committee to:
 - (a) make representations;
 - (b) answer questions; or
 - (c) give evidence about the decision.

14.11 Work Programme

- 14.11.1 The Committee will set its own work programme.

14.12 Requests to Overview & Scrutiny

- 14.12.1 The Mayor or Combined Authority Board may ask the Committee to review any of its functions or assist in developing budget and policy proposals.

14.13 Reference of Matters to Committees

- 14.13.1 Any of the following may request a matter to be included on the agenda of the Overview and Scrutiny Committee provided it is relevant to the functions of the Combined Authority and not an excluded matter:
 - (a) any Member of the Overview and Scrutiny Committee;
 - (b) any Member of the Combined Authority; and
 - (c) any Member of a Constituent Council of the Combined Authority.
- 14.13.2 An “excluded matter” means any matter which is a local crime and disorder matter.
- 14.13.3 The request must be submitted to the Monitoring Officer who will arrange for the item to be placed on the agenda of the next available meeting. The request should state why the Member considers it appropriate for the Committee to exercise any of these

powers in relation to the matter and the Committee must have regard to these reasons.

14.13.4 If the Committee decides not to exercise any of its powers to review or scrutinise decisions made, or other action taken, in connection with:

- (a) the discharge of any functions which are the responsibility of the authority;
- (b) in connection with the discharge by the Mayor of any general functions; it must notify the Member of its decision; and the reasons for it.

14.13.5 The Committee must provide the Member with a copy of any report or recommendations which it makes in connection with the matter.

14.14 Attendees

14.14.1 The Committee shall have the power to:

- (a) require Members (including the Mayor and Deputy Mayor), members of an executive committee or Officers of the Combined Authority to attend before it to answer questions, or provide information about any matter within its terms of reference;
- (b) request any Business Board member to attend, or otherwise contribute to, a meeting of the Combined Authority's Overview and Scrutiny Committee;
- (c) invite other people, including members of the public, to attend meetings of the Committee to give evidence.

14.14.2 Where the Committee requires a Member, Officer or others to attend, the Monitoring Officer shall inform them in writing giving at least five clear working days' notice of the meeting. The notice will state:

- (a) the date of the meeting they are required to attend;
- (b) the nature of the item; and

(c) whether they must produce any papers for the Committee.

14.14.3 A Member or Officer must comply with any notice they are given.

14.14.4 Where, in exceptional circumstances, the Member or Officer is unable to attend on the required date, the Committee shall consult with the Member or Officer to arrange an alternative date.

14.14.5 A person is not obliged to answer any question which he or she would be entitled to refuse to answer in relation to court proceedings.

14.15 Publishing Reports or Recommendations

14.15.1 The Committee may publish any report or recommendations but:

(a) must exclude any confidential information; and

(b) may exclude any relevant exempt information.

14.15.2 Where information is excluded, the Committee:

(a) may replace so much of the document as discloses the information with a summary which does not disclose that information; and

(b) must do so if, in consequence of excluding the information, the document published would be misleading or not reasonably comprehensible.

14.16 Notice

14.16.1 The Committee may by notice require the Combined Authority or the Mayor within two months of receiving any report or recommendations, to:

(a) consider the report or recommendations;

(b) respond to the Committee indicating what (if any) action the Combined Authority or the Mayor proposes to take;

(c) publish the response, if the Overview and Scrutiny Committee has published the report or recommendations.

14.16.2 The Combined Authority or the Mayor shall comply with any notice given.

14.17 Publishing a Response

14.17.1 In publishing the response, the Combined Authority or the Mayor:

- (a) must exclude any confidential information; and
- (b) may exclude any relevant exempt information.

14.17.2 Where information is excluded, the Combined Authority or the Mayor:

- (a) may replace so much of the document as is necessary to exclude the exempt or confidential information with a summary which does not disclose that information; and
- (b) if, in consequence of excluding the information, the document published would be misleading or not reasonably comprehensible.

14.18 Publication of Decisions

14.18.1 The Monitoring Officer shall publish details of key decisions of the Mayor, the Combined Authority Board, an executive committee and Officers on the Combined Authority website and to all Members of the Committee. Where the decision is made at a meeting, this shall be no later than the close of business on the third clear working day following the day of the meeting at which the decision was made.

14.19 Call-in of Combined Authority and Mayoral Decisions

14.19.1 The power of the Overview and Scrutiny Committee to review or scrutinise a key decision made but not implemented includes:

- (a) the power to direct that the decision is not to be implemented while it is under review by the Committee for a period not exceeding 14 days from the date the direction is issued; and
- (b) the power to recommend that the decision be reconsidered.

- 14.19.2 Subject to the consent of the Combined Authority to the proposals and arrangements, the Committee must publish details of how it proposes to exercise its powers in relation to the review and scrutiny of key decisions made but not yet implemented and its arrangements in connection with those powers.
- 14.19.3 A decision on a matter dealt with under the urgency provisions set out in Chapter 6: Decisions may be implemented immediately.
- 14.19.4 Any other 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.
- 14.19.5 If a key decision of an executive committee is called in by the Combined Authority Board, the call in arrangements for overview and scrutiny shall be suspended until the Board have met. In accordance with these rules the Board's decision will be published and any key decisions will be subject to call-in.

14.20 Process for Call-in of Combined Authority or Mayoral Decisions

- 14.20.1 Five Members of the Overview and Scrutiny Committee may call-in a key decision of the Mayor, the Combined Authority Board, an executive committee or an Officer for scrutiny by notifying the Monitoring Officer.
- 14.20.2 On receipt of a call-in request, the Monitoring Officer shall:
 - (a) notify the Mayor, Members of the Combined Authority, members of the executive committee or Officer of the call-in; and
 - (b) call a meeting of the Overview and Scrutiny Committee to scrutinise the decision.

14.21 Call-in: Scrutinising the Decision

- 14.21.1 The Committee must scrutinise the decision within 10 clear working days of the Monitoring Officer receiving the request for call-in. If it does not meet within this time or does not conclude its scrutiny of the decision, the decision will automatically take effect at the end of the period.
- 14.21.2 Where the Committee has scrutinised a decision, it may:
 - (a) endorse the decision; or
 - (b) refer the decision back to the Mayor, Combined Authority Board, the executive committee or the Officer for

reconsideration, setting out, in writing the nature of its concerns.

- 14.21.3 A decision which has been endorsed by the Committee may be implemented immediately.
- 14.21.4 Where a decision has been referred back, the Mayor, the Combined Authority Board, the executive committee or Officer shall hold a meeting to reconsider the decision no later than 10 days after the date on which the recommendations of the Committee were received by the Combined Authority unless it is dealt with under the urgency provisions within the Constitution, where the matter becomes urgent.
- 14.21.5 A decision will be urgent if any delay likely to be caused by the call in process would seriously prejudice the Combined Authority's, Constituent Councils' or the public's interests. Otherwise, a decision which has been recommended for re-consideration may not be implemented.

14.22 Call-in: Reconsidering the Decision

- 14.22.1 The Chair of the Overview and Scrutiny Committee or their nominee may attend any meeting which is re-considering the decision, to present the report or recommendations.
- 14.22.2 The Mayor, Combined Authority, the executive committee or the Officer may confirm, amend or rescind the decision.
- 14.22.3 A decision which has been confirmed or amended may be implemented immediately.

14.23 Linking Sub-Regional Scrutiny with Local Scrutiny

- 14.23.1 Where a constituent council has scrutiny arrangements, The Scrutiny Officer of each Constituent Council will ensure that the work programme and minutes relating to the work carried out by the Combined Authority's Overview and Scrutiny Committee are circulated appropriately within their own Constituent Councils' scrutiny arrangements.

14.24 Additional Rights of Access to Documents for Members of the Overview & Scrutiny Committee

- 14.24.1 Additional rights of access to documents for Members of the Overview and Scrutiny Committee are set out in [Chapter 10: Access to Information, Information Governance, Data Protection and Complaints.](#)

14.25 Scrutiny Officer

14.25.1 The Combined Authority shall appoint a “Scrutiny Officer” to

(a) promoting the role of the Committee; and

(b) providing support and guidance:

(i) to the Committee, its Working Groups and its Members, and

(ii) to Members of the Combined Authority and to the Mayor in relation to the functions of the Overview and Scrutiny Committee.

14.25.2 The Combined Authority may not designate as the Scrutiny Officer any Officer of a constituent council of the Combined Authority.

14.26 Questions by the Public

14.26.1 Councillors of Constituent Authorities and members of the public who are residents of the Combined Authority area or work in the area may ask questions to the Overview and Scrutiny Committee, including at an Extraordinary Meeting. For Extraordinary Meetings, the question must relate to the item on the agenda.

14.26.2 The total time allocated for questions by the public shall normally be limited to a maximum of 30 minutes, but the Chair shall have the discretion to add a further 15 minutes.

14.26.3 Where there is an item on the agenda that has attracted significant public attendance, that matter shall normally be taken early in the agenda, unless the Chair agrees there is a compelling reason to do otherwise.

14.27 Order of Questions

14.27.1 The order in which first these and then other questions shall be presented to the meeting shall be determined by a draw. The draw shall be conducted by the Monitoring Officer prior to the meeting.

14.28 Notice of Questions

14.28.1 A question may only be asked if notice has been given in writing or by electronic mail to the Monitoring Officer no later than midday three working days before the day of

the meeting. Each question must give the name and address of the questioner.

14.29 Number of Questions

14.29.1 At any one meeting, no person may submit more than one question.

14.30 Scope of Questions

14.30.1 If the Monitoring Officer considers a question submitted:

- (a) does not relate to the Committee's role and responsibilities or related to an item that the committee is scrutinising;
- (b) is illegal, improper, defamatory, frivolous or offensive including if it makes unfair claims about Members of the Combined Authority or Constituent Authority staff;
- (c) is a question that should more appropriately be addressed to another party such as the Combined Authority Board or the Mayor;
- (d) is substantially the same as a question which has been put at a meeting of the Overview and Scrutiny Committee in the past year;
- (e) requires the disclosure of confidential or exempt information.

14.30.2 The Monitoring Officer will inform the Chair who will then decide whether to reject the question, or if (c) applies, to refer it to the Board.

14.31 Record of Questions

- 14.31.1 The Monitoring Officer shall record the question and will immediately send a copy to the Chair and relevant shadow **lead member**. Rejected questions will be recorded including the reasons for rejection.
- 14.31.2 Written answers will be provided after the meeting to the person who submitted the question. Copies of all questions will be circulated to all Members. Questions and answers will be added to the Combined Authority website.

14.32 Asking the Question at the Meeting

- 14.32.1 The Chair will invite the questioner to put the question to the Committee. Up to two minutes are allowed for putting the question. If a questioner who has submitted a written question is then unable to be present, they can ask for a written response. No debate will be allowed on the question or response.

14.33 Supplementary Questions

- 14.33.1 Unless due to time shortage and the need to answer other questions means there is insufficient time for supplementary questions, a questioner may also put one supplementary question without notice to the committee. A supplementary question must arise directly out of the original question or the reply. One minute is allowed for putting the supplementary question.

14.34 Answers

- 14.34.1 Up to two minutes are allowed for answering a question or supplementary question. Any question which cannot be dealt with because of lack of time will be dealt with by a written answer.

Annex 1

The current membership of the Overview and Scrutiny Committee is two Members from each constituent Council (14 Members). The quorum is 10 members.

CHAPTER 15: THE BUSINESS BOARD

15.1 TO BE UPDATED FOLLOWING THE REVIEW OF THE BUSINESS BOARD.

CHAPTER TO BE COMPLETED APRIL 2023

CHAPTER 16: MEMBERS

16.1 Principles of Public Life

- 16.1.1 The Code of Conduct is intended to promote high standards of behaviour amongst the Members and Co-opted Members of the Combined Authority, including Members of the Business Board.
- 16.1.2 The Code is underpinned by the following principles of public life, which should be borne in mind, when interpreting the meaning of the Code:

i. **Selflessness**

Holders of public office should act solely in terms of the public interest.

ii. **Integrity**

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

iii. **Objectivity**

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

iv. **Accountability**

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

v. **Openness**

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

vi. **Honesty**

Holders of public office should be truthful.

vii. **Leadership**

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

16.2 Member Code of Conduct and Protocols

- 16.2.1 The Member Code of Conduct forms Annex 1 to this Chapter.
- 16.2.2 The Protocol on Gifts and Hospitality forms Annex 2 in Chapter 19: Policies and Protocols.
- 16.2.3 The Protocol on Member Use of Resources and the Code of Recommended Practice on Local Authority Publicity forms Annex 1 in Chapter 19: Policies and Protocols.

16.3 Complaints Against Members of the Combined Authority

- 16.3.1 As a Member or Co-opted Member of the Combined Authority or Business Board, and hence you shall have regard to the following principles – selflessness, integrity, objectivity, accountability, openness, honesty and leadership.
- 16.3.2 Accordingly, when acting in your capacity as a Member or Co-opted Member:-
 - (a) You must act in a manner consistent with the Board's diversity statement and treat your fellow Board Members, members of staff and others you come into contact with when working in their role with respect and courtesy at all times.
 - (b) You must act solely in the public interest and should never improperly confer an advantage or disadvantage on any person or act to gain financial or other material benefits for yourself, your family, a friend or close associate.
 - (c) You must not place yourself under a financial or other obligation to outside individuals or organisations that might seek to influence you in the performance of your official duties.
 - (d) When carrying out your public duties or Business Board duties you must make all choices, such as making appointments, awarding contracts or recommending individuals for rewards or benefits, on evidence.

- (e) You are accountable for your decisions and you must co-operate fully with whatever scrutiny is appropriate to your office or position.
- (f) You must be as open as possible about your decisions and actions and the decisions and actions of your authority or Business Board in addition, you should be prepared to give reasons for those decisions and actions.
- (g) You must declare any private interests, both pecuniary and non-pecuniary, including membership of any Trade Union, political party or local authority that relate to your public or Business Board duties. Furthermore, you must take steps to resolve any conflicts arising in a way that protects the public interest. This includes registering and declaring interests in a manner conforming with the procedures set out in the section 'Registering and declaring pecuniary and non-pecuniary interests', see 16.4, below.
- (h) You must, when using or authorising the use by others of the resources of your authority or Business Board, ensure that such resources are not used improperly for political purposes or personal purposes (including party political purposes) and you must have regard to any applicable Local Authority Code of Publicity made under the Local Government Act 1986.
- (i) You must promote and support high standards of conduct when serving in your public post or Business Board post, in particular as characterised by the above requirements, by leadership and example.

16.4 Registering and Declaring Pecuniary and Non-pecuniary Interests

- 16.4.1 You must, within 28 days of taking office as a Member or Co-opted Member, notify your authority's Monitoring Officer of any disclosable pecuniary interest, where the pecuniary interest is yours, your spouse's or civil partner's, or is the pecuniary interest of somebody with whom you are living with as a husband or wife, or as if you were civil partners.
- 16.4.2 In addition, you must, within 28 days of taking office as a Member, Co-opted Member or Business Board member, notify your authority's Monitoring Officer of any non-

pecuniary interest which your Authority or Business Board has decided should be included in the register or which you consider should be included if you are to fulfil your duty to act in conformity with the Seven Principles of Public Life. These non-pecuniary interests will necessarily include your membership of any Trade Union.

- 16.4.3 Members should review their individual register of interest before each board meeting and decision-making committee meeting. They must declare any relevant interest(s) at the start of the meeting.
- 16.4.4 If an interest has not been entered onto the authority's register, then the Member must disclose the interest to any meeting of the authority at which they are present, where they have a disclosable interest in any matter being considered and where the matter is not a 'sensitive interest'.
- 16.4.5 Following any disclosure of an interest not on the authority's register or the subject of pending notification, you must notify the Monitoring Officer of the interest within 28 days beginning with the date of disclosure.
- 16.4.6 Unless dispensation has been granted, you may not participate in any discussion of, vote on, or discharge any function related to any matter in which you have a pecuniary interest. Additionally, you must observe the restrictions your authority or Business Board places on your involvement in matters where you have a pecuniary or non-pecuniary interest as defined by your authority.
- 16.4.7 You are required to sign a document stating that you have read, understood and agree to abide with the requirements set out in part 1 of the Code of Conduct outlined above.

16.5 Interests

16.5.1 Disclosable Pecuniary Interests

16.5.1.1 Disclosable pecuniary interests are specified in the table below:

Subject	Prescribed description
Employment, office, trade, , profession	Any employment, office, business, trade, profession or vocation carried on for profit or gain. For the Business Board, this should include remunerated public sector roles such as councillors.

or voca tion	
Sponsorship	<p>Any payment or provision of any other financial benefit (other than from Combined Authority/Business Board) which is paid as a result of carrying out your duties as a Member, or towards your election expenses.</p> <p>This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.</p>
Contracts	<p>Any contract with the Combined Authority/Business Board:</p> <p>(a) for goods, works or services are to be provided or works are to be executed; and</p> <p>(b) which has not been fully discharged</p> <p>This includes a contract between the Combined Authority/Business Board and any organisation in which you, or a person specified in paragraph 1.2 below, has a beneficial interest.</p> <p>For Business Board Members only</p> <p>Your declaration should include any contracts by any organisation named in 1 above.</p> <p>Any contract for goods, works or services entered into by any organisation named at 1. where either party is likely to have a commercial interest in the outcome of business being decided by the Business Board.</p>

	<p>Any beneficial interest in land which is within the area of combined authority.</p> <p>For Business Board Members only</p> <p>Any beneficial interest you or any organisation listed in 1 may have in land or property which is within the Business Board area which is likely to be affected by a decision made by the Business Board.</p>
Licences	Any licence (alone or jointly with others) to occupy land in the Combined Authority's area (or Business Board's area for Business Board Members) for a month or longer.
Corporate Tenancies	<p>Any tenancy where (to your knowledge):</p> <p>(a) the landlord is the Combined Authority or Business Board; and</p> <p>(b) the tenant is a body in which you, or a person listed in paragraph 1.2 below, has a beneficial interest</p>
Securities	<p>Any beneficial interest in securities of an organisation under 1 where:</p> <p>(a) that body (to your knowledge) has a place of business or land in the Combined Authority's area (or Business Board's area for Business Board Members); and</p> <p>(b) either:</p> <p>(i) the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or</p> <p>(ii) if the share capital of that body is of more than one class, the total nominal value of the</p>

	shares of any one class in which the person in paragraph 1.2 (below) has a beneficial interest exceeds one hundredth of the total issued share capital of that class.
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16.5.1.2 You must declare an interest if:

It is your interest, or it is an interest of:

- (i) your spouse or civil partner;
 - (ii) a person with whom you are living as husband and wife, or
 - (iii) a person with whom you are living as if you were civil partners.
- and you are aware that that other person has the interest.

16.5.2 Other Disclosable Interests

16.5.2.1 You must declare the interests of any person from whom you have received a gift or hospitality with an estimated value of at least £50.

16.5.2.2 You should not act or take decisions in order to gain financial or other material benefits for yourself, your family, or your friends. You must declare and resolve any interests and relationships.

16.5.3 Registration of Disclosable Pecuniary Interests and Other Interests

16.5.3.1 Subject to paragraph 16.5.5 below (sensitive interests), you must, within 28 days of:

- (a) this Code being adopted or applied by the Combined Authority/Business Board; or
- (b) your election or appointment (where that is later) notify the Monitoring Officer in writing of any disclosable pecuniary interests and other interests you have at that time.

16.5.3.2 Subject to paragraph 16.5.5 (sensitive interests) you must, within 28 days of becoming aware of any new disclosable pecuniary or other interest or any change to any such interest, notify the Monitoring Officer in writing of that new pecuniary interest or change.

16.5.4 Disclosable Pecuniary Interests in Matters Considered at Meetings or by a Single Member

16.5.4.1 If you attend a meeting and are aware that you have a disclosable pecuniary interest in any matter to be considered at that meeting:

- (a) if the interest is not entered in the register of members' interests you must disclose to the meeting the fact that you have a disclosable pecuniary or other interest in that matter;
- (b) if you have not already done so, you must notify the Monitoring Officer of the interest before the end of 28 days beginning with the date of the disclosure;
- (c) whether the interest is registered or not you must not unless you have obtained a dispensation from the Monitoring Officer to participate, or participate further, in any discussion of the matter at the meeting;
- (d) whether the interest is registered or not you must not, unless you have obtained a dispensation from the Audit and Governance Committee participate in any vote, or further vote, taken on the matter at the meeting.

16.5.5 Sensitive Interests

16.5.5.1 Where you consider (and the Monitoring Officer agrees) that the nature of a disclosable pecuniary or other interest is such that disclosure of the details of the interest could lead to you, or a person connected with you, being subject to intimidation or violence, it is a "sensitive interest" for the purposes of the Code and the details of the sensitive interest do not need **to be disclosed to a** meeting, although the fact that you have a sensitive interest must be disclosed.

16.6 Related Documents

- 16.6.1 The following documents also provide guidance on the Standards of Conduct expected of Members and can assist in the interpretation of this Code of Conduct. These documents can be found in the Combined Authority's Constitution.
- 16.6.2 The Audit and Governance Committee (see Chapter 13) Rules of Procedure set out

the arrangements for dealing with an alleged breach of this Code.

16.7 Complaints against Members of the Combined Authority

16.7.1 Introduction

16.7.1.1 The Combined Authority has adopted a Member Code of Conduct which applies to:

- (a) all members of the combined authority, and co-opted members;
- (b) all members of its committees or sub-committees.

16.7.1.2 The code sets out how members will conduct themselves when carrying out Combined Authority business. All members must adhere to the code.

16.7.2 Making a Complaint

16.7.2.1 A complainant alleging a failure to comply with the Code should submit their complaint in writing to the Legal Counsel and Monitoring Officer for initial assessment.

16.7.2.2 The complaint must set out:

- (i) who was involved;
 - (ii) the alleged misconduct;
 - (iii) when and where it occurred; and
 - (iv) how the complainant wants the complaint resolved.
- also
- (v) the name and a contact address or email address of the complainant.

16.7.2.3 The complainant should complete a complaint form available from the Combined Authority's website. Complaints can be made in writing without completing the form, but if information is missing, the complainant might be asked to resubmit the complaint by completing a form.

16.7.2.4 The Combined Authority does not normally investigate anonymous complaints, unless there is a clear public interest in doing so.

16.7.2.5 Any person making a complaint who would like to keep their name and address confidential can indicate this on the complaint form. Where a person has asked for confidentiality the Monitoring Officer will not disclose their name and address to the

member complained about without prior consent.

- 16.7.2.6 Even where anonymity is agreed at the outset of the complaint it may not always be possible to bring the matter to hearing without the complainant agreeing to give evidence at the hearing.

16.8 Stage 1: Initial Assessment of Complaint(s) Received

- 16.8.1 The Monitoring Officer will:

16.8.1.1 acknowledge the complaint within five working days of receiving it;

16.8.1.2 notify a member about any complaint against them;

16.8.1.3 undertake an initial assessment of the complaint to determine whether the complaint should be investigated.

- 16.8.2 Where a complaint may relate to a member in their capacity as a Member of a constituent council, the Monitoring Officer will consult with the Monitoring Officer of the relevant council.

- 16.8.3 Any complaints about the Police and Crime Commissioner or his/her substitute will be referred to the Police and Crime Panel.

- 16.8.4 The Monitoring Officer may decide to consult the Independent Person.

- 16.8.5 The Monitoring Officer will decide the complaint should be dealt with under stage 2 of the procedure – informal resolution. (Stage 2) or whether to proceed to a matter for formal investigation (Stage 3). The Monitoring Officer will have regard to a range of factors including:

16.8.5.1 whether there is sufficient information upon which to base a decision;

16.8.5.2 how serious the alleged action is;

16.8.5.3 is the complaint politically motivated, vexatious or tit for tat?

16.8.5.4 has there been any delay between the action complained of and the complaint?

16.8.5.6 do the allegations relate to actions occurring whilst the subject member was acting in their official capacity?

16.8.5.7 the opinion of the elected member regarding the complaint.

- 16.8.6 The initial assessment will normally be completed within 28 days of receiving the complaint and the person making the complaint and the member will be informed, in writing, of the outcome.

- 16.8.7 Unless exceptional circumstances exist, the Monitoring Officer will always inform the member of the receipt and nature of the complaint and invite their comments.
- 16.8.8 Where the Monitoring Officer requires additional information to come to a decision, they may refer back to the person making the complaint or ask the member against whom the complaint is directed.
- 16.8.9 If the complaint identifies criminal conduct or breach of other regulation by any person, the Monitoring Officer is authorised to refer the complaint to the Police and other regulatory agencies.

16.9 Stage 2: Informal Resolution

- 16.9.1 In appropriate cases, the Monitoring Officer may seek to resolve the complaint informally, without the need for a formal investigation. Informal resolution may include:
 - 16.9.1.1 an **explanation** by the member of the circumstances surrounding the complaint;
 - 16.9.1.2 an **apology** from the member;
 - 16.9.1.3 an agreement from the member to attend relevant **training** or take part in a **mentoring** process;
 - 16.9.1.4 an offer of **mediation or conciliation** between the member and the complainant; or
 - 16.9.1.5 **any other action** capable of resolving the complaint.

16.10 Stage 3: Formal Investigation

- 16.10.1 If the Monitoring Officer and Independent Person decide that a complaint merits formal investigation, they will appoint an Investigating Officer. This could be another officer of the authority, or of another authority or an external investigator. The decision regarding the appointment will depend upon a variety of factors including staff capacity and nature of the complaint.
- 16.10.2 The investigating officer will decide to whom they need to speak. It is likely that they will begin the investigation by speaking to the person making the complaint and to gather any documents the investigating officer needs to see. This will also help the investigating officer to decide whom they need to interview.
- 16.10.3 The investigating officer would normally:
 - 16.10.3.1 write to the member complained of;

- 16.10.3.2 provide them with a copy of the complaint;
 - 16.10.3.3 ask the member to provide their explanation of events;
 - 16.10.3.4 identify what documents they need to see; and
 - 16.10.3.5 make a list of interviewees.
- 16.10.4 In exceptional cases, where disclosure of the details of the complaint to the member might prejudice the investigation, the investigating officer may delay notifying the member until the investigation has progressed sufficiently.
- 16.10.5 At the end of the investigation, the investigating officer will produce a draft report and will send copies of that draft report, in confidence, to the person making the complaint and to the member concerned, giving both an opportunity to identify any matter in that draft report which they disagree with or which they consider requires more investigation.
- 16.10.6 Having received and taken account of any comments which may be made on the draft report, the investigating officer will send the final report to the Monitoring Officer. The Combined Authority aims to conclude the investigation stage within three months of a complaint being received.
- 16.10.7 The Monitoring Officer will, in consultation with the independent person, review the investigating officer's report.
- 16.10.8 If the investigating officer concludes that there is evidence of a failure to comply with the Code of Conduct, the Monitoring Officer in consultation with the Independent Person will either:
- 16.10.8.1 seek a local resolution; or
 - 16.10.8.2 send the matter for local hearing before the Hearings Panel.

16.11 Local Resolution

- 16.11.1 The Monitoring Officer may consider that the matter can be resolved without the need for a hearing. Such resolution may include the member accepting that their conduct was unacceptable and offering an apology, and/or other remedial action agreed. If the member complies with the suggested resolution, the Monitoring Officer will report the matter to the authority's Audit and Governance Committee for information but will take no further action.

16.12 Local Hearing

- 16.12.1 The Monitoring Officer will report the Investigating Officer's report to the Hearings Panel of the Audit and Governance Committee, which will conduct a local hearing to decide whether the member has failed to comply with the Code of Conduct and, if so, whether to take any action in respect of the member.
- 16.12.2 The Hearings Panel is a Sub-Committee of the Combined Authority's Audit and Governance Committee and will consist of at least three members of the Committee.
- 16.12.3 The Monitoring Officer will conduct a "pre-hearing process", asking the member to give their response to the Investigating Officer's report. This will identify what is likely to be agreed and what is likely to be in contention at the hearing. The Chairperson of the Hearings Panel may decide, in consultation with the Monitoring Officer to give instructions about the way in which the hearing will be conducted.
- 16.12.4 At the hearing, the Investigating Officer will present their report, call such witnesses as they consider necessary, and make representations to substantiate their conclusion that the member has failed to comply with the Code of Conduct. For this purpose, the Investigating Officer may ask the complainant to attend and give evidence to the Hearings Panel.
- 16.12.5 The member will then have an opportunity to give their evidence, to call witnesses and to make representations to the Hearings Panel as to why they consider that they did not fail to comply with the Code of Conduct.
- 16.12.6 The Hearings Panel, with the benefit of any advice from the Independent Person, may conclude that the member did not fail to comply with the Code of Conduct, and so dismiss the complaint.
- 16.12.7 Alternatively, if the Hearings Panel finds that the member did fail to comply with the Code of Conduct, the Chairperson will inform the member of this finding and the Hearings Panel will then consider what action, if any, the Hearings Panel should take as a result of the member's failure to comply with the Code of Conduct. In doing this, the Hearings Panel will give the member an opportunity to make representations to the Panel and will consult the Independent Person.

16.13 Actions Hearing Panel can take for Failure to Comply with the Code

- 16.13.1 The Combined Authority has delegated to the Hearings Panel such of its powers to take action in respect of individual members as may be necessary to promote and maintain high standards of conduct. Accordingly, the Hearings Panel may:

- (a) publish its findings in respect of the member's conduct;
- (b) report its findings to Combined Authority for information;
- (c) recommend to the Constituent Council or to the Combined Authority that they be removed from any or all Committees or Sub-Committees of the Combined Authority;
- (d) recommend to the Mayor that the member be removed from particular lead member responsibilities;
- (e) recommend to the Combined Authority to remove the member from any or all outside appointments to which they have been appointed or nominated by the authority;
- (f) recommend to Combined Authority that it restricts the member from contacting specified Combined Authority's officers.

16.13.2 The Hearings Panel has no power to suspend or disqualify the member or to withdraw members' allowances.

16.13.3 At the end of the hearing, the Chairperson will state the decision of the Hearings Panel as to whether the member failed to comply with the Code of Conduct and set out any actions which the Hearings Panel resolves to take.

16.13.4 The Monitoring Officer will prepare a formal decision notice in consultation with the Chairperson of the Hearings Panel and send a copy to the person making the complaint, to the member, and make the decision notice available for public inspection. If appropriate the Monitoring Officer will report the outcome of the hearing to the next Combined Authority meeting.

16.14 Independent Person

16.14.1 The Independent Person is invited to attend all meetings of the Hearings Panel and their views are sought before the Hearings Panel takes any decision on whether the member's conduct constitutes a failure to comply with the Code of Conduct and determines any action to be taken following a finding of failure to comply with the Code of Conduct.

16.14.2 The Independent Person is a person appointed by a positive vote from a majority of

all the members of Combined Authority. A person cannot be “independent” if they –

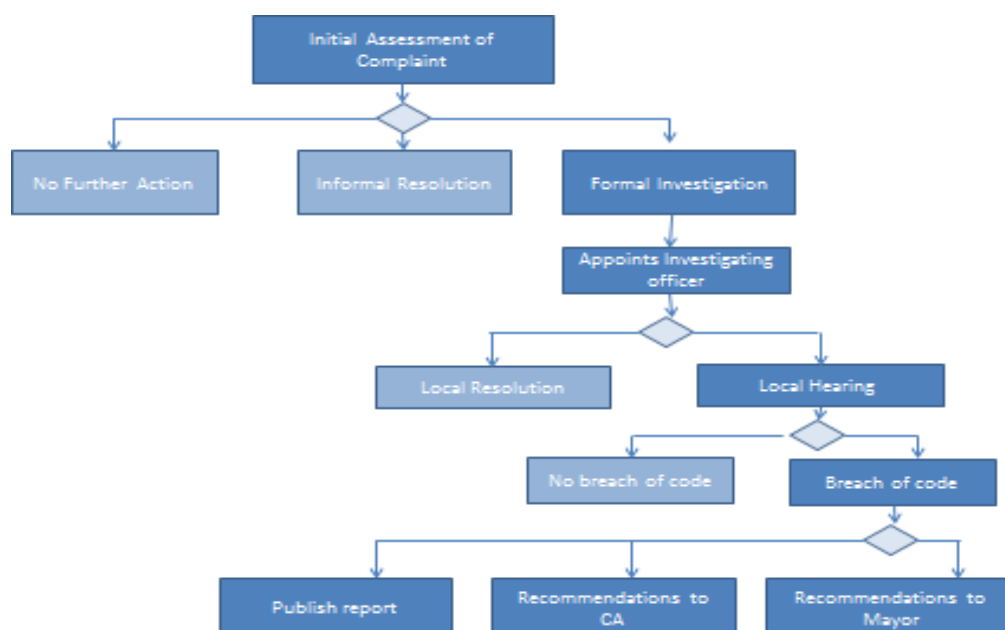
- i. are, or have been within the past five years, a member, co-opted member or officer of the combined authority, constituent council or any parish council within the Combined Authority area;
- ii. are a relative or close friend, of a person within paragraph (a) above. For this purpose, “relative” means:
 - spouse or civil partner;
 - living with the other person as husband and wife or as if they were civil partners;
 - grandparent of the other person;
 - a lineal descendent of a grandparent of the other person;
 - a parent, sibling or child of a person within i or ii;
 - a spouse or civil partner of a person within paragraphs iii, iv or v; or
 - living with a person within paragraphs iii, iv or v as husband and wife; or as if they were civil partners.

16.15 Revision of these Arrangements

- 16.15.1 The Combined Authority may, by resolution, agree to amend these arrangements, and has delegated to the Chair of the Hearings Panel the right to depart from these arrangements where they consider it is expedient to do so to secure the effective and fair consideration of any matter.

16.16 Appeals

- 16.16.1 There is no right of appeal for a complainant or for the member against a decision of the Monitoring Officer or of the Hearings Panel.
- 16.16.2 If a complainant feels that the authority has failed to deal with their complaint properly, they may make a complaint to the Local Government Ombudsman.



Annex 1: Code of Conduct

Purpose

The purpose of this Code of Conduct is to assist members in modelling the behaviour that is expected of them, to provide a personal check and balance, and to set out the type of conduct against which appropriate action may be taken. It is also to protect yourself, the public, fellow members, Authority officers and the reputation of local government. It sets out the conduct expected of all members and a minimum set of obligations relating to conduct. The overarching aim is to create and maintain public confidence in the role of member and local government.

Application of the Code

The Code of Conduct applies to you when you are acting in your capacity as a member, co-opted member, member of the Business Board or representative of your Authority, although you are expected to uphold high standards of conduct and show leadership at all times. The Code applies to all forms of member communication and interaction, including written, verbal, non-verbal, electronic and via social media. Model conduct and expectations is for guidance only, whereas the specific obligations set out instances where action will be taken.

The Seven Principles of Public Life

Everyone in public office at all levels – ministers, civil servants, members, Authority officers – all who serve the public or deliver public services should uphold the seven principles of public life. This Code has been developed in line with these seven principles of public life, which are set out in appendix A.

Model Member Conduct

In accordance with the public trust placed in me, on all occasions I will:

- act with integrity and honesty
- act lawfully
- treat all persons with civility; and
- lead by example and act in a way that secures public confidence in the office of member

In undertaking my role, I will:

- impartially exercise my responsibilities in the interests of the local community

- not improperly seek to confer an advantage, or disadvantage, on any person
- avoid conflicts of interest
- exercise reasonable care and diligence; and
- ensure that public resources are used prudently and in the public interest

Specific Obligations of General Conduct

This section sets out the minimum requirements of member conduct. Guidance is included to help explain the reasons for the obligations and how they should be followed. These obligations must be observed in all situations where you act as a member, including representing your Authority on official business and when using social media

As a member I commit to:

Civility

- 1. Treating other members and members of the public with civility.**
- 2. Treating Authority employees, employees and representatives of partner organisations and those volunteering for the councils with civility and respecting the role that they play.**

Civility means politeness and courtesy in behaviour, speech, and in the written word. Debate and having different views are all part of a healthy democracy. As a member you can express, challenge, criticise and disagree with views, ideas, opinions and policies in a civil manner. You should not subject individuals, groups of people or organisations to unreasonable or excessive personal attack.

In your contact with the public you should treat them courteously. Rude and offensive behaviour lowers the public's expectations and confidence in its elected representatives.

In return you have a right to expect courtesy from the public. If members of the public are being abusive, threatening or intimidatory you are entitled to close down any conversation in person or online, refer them to the Authority, any social media provider or if necessary, the police. This also applies to members, where action could then be taken under the Member Code of Conduct.

Bullying and Harassment

- 3. Not bullying or harassing any person.**

Bullying may be characterised as offensive, intimidating, malicious or insulting

behaviour, an abuse or misuse of power through means that undermine, humiliate, denigrate or injure the recipient. The bullying might be a regular pattern of behaviour or a one-off incident, happen face-to-face, on social media, in emails or phone calls, happen in the workplace or at work social events and not always be obvious or noticed by others.

The Equality Act 2010 defines harassment as '*unwanted conduct related to a relevant protected characteristic, which has the purpose or effect of violating an individual's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that individual*'. The relevant protected characteristics are age, disability, gender reassignment, race, religion or belief, sex, and sexual orientation.

Impartiality of Officers of the Authority

4. Not compromising, or attempting to compromise, the impartiality of anyone who works for, or on behalf of, the Authority.

Officers work for the Authority as a whole and must be politically neutral (unless they are political assistants). They should not be coerced or persuaded to act in a way that would undermine their neutrality. Although you can question officers in order to understand, for example, their reasons for proposing to act in a particular way, or the content of a report that they have written, you must not try and force them to act differently, change their advice, or alter the content of that report, if doing so would prejudice their professional integrity.

Confidentiality and Access to Information

5. Not disclosing information given to me in confidence or disclosing information acquired by me which I believe is of a confidential nature, unless I have received the consent of a person authorised to give it or I am required by law to do so.

6. Not preventing anyone getting information that they are entitled to by law.

Local authorities must work openly and transparently, and their proceedings and printed materials are open to the public except in certain circumstances. You should work on this basis but there will be times when it is required by law that discussions, documents and other information relating to or held by the Authority are treated in a confidential manner. Examples include personal data relating to individuals or information relating to ongoing negotiations.

Disrepute

7. Not bringing my role or Authority into disrepute.

Behaviour that is considered dishonest and/or deceitful can bring your Authority into disrepute. As a member you have been entrusted to make decisions on behalf of your community and your actions and behaviour are subject to greater scrutiny than that of ordinary members of the public. You should be aware that your actions might have an adverse impact on other members and/or your Authority.

Your Position

8. Not using, or attempting to use, my position improperly to the advantage or disadvantage of myself or anyone else.

Your position as a member of the Authority provides you with certain opportunities, responsibilities and privileges. However, you should not take advantage of these opportunities to further private interests.

Use of Authority Resources and Facilities

9. Not misusing Authority resources.

You may be provided with resources and facilities by the Authority to assist you in carrying out your duties as a member. Examples include office support, stationery and equipment such as phones, and computers and transport. These are given to you to help you carry out your role as a member more effectively and not to benefit you personally. You should familiarise yourself with the Authority's Protocol on Member Use of Resources and the Code of Recommended Practice on Publicity.

Interests

10. Registering and declaring my interests.

You need to register your interests so that the public, Authority employees and fellow members know which of your interests might give rise to a conflict of interest. The register is a document that can be consulted when (or before) an issue arises, and so allows others to know what interests you have, and whether they might give rise to a possible conflict of interest. The register also protects you. You are responsible for deciding whether or not you should declare an interest in a meeting, but it can be helpful for you to know early on if others think that a potential conflict might arise.

It is also important that the public know about any interest that might have to be declared by you or other members, so that decision making is seen by the public as open and honest. This helps to ensure that public confidence in the integrity of local governance is maintained. Discuss the registering and declaration of interests with your Monitoring Officer and more detail is set out in appendix B.

Gifts and Hospitality

11. Not accepting significant gifts or hospitality from persons seeking to acquire, develop or do business with the Authority or from persons who may apply to the Authority for any permission, licence or other significant advantage.

12. Registering with the monitoring officer any gift or hospitality with an estimated value of at least £25 within 28 days of its receipt.

You should exercise caution in accepting any gifts or hospitality which are (or which you reasonably believe to be) offered to you because you are a member. However, you do not need to register gifts and hospitality which are not related to your role as a member, such as Christmas gifts from your friends and family, or gifts which you do not accept. However, you may wish to notify your monitoring officer of any significant gifts you are offered but refuse which you may think may have been offered to influence you. You should familiarise yourself with the Authority's Protocol on Gifts and Hospitality.

Breaches of the Code of Conduct

Most members conduct themselves appropriately and in accordance with these standards. Members have both individual and collective responsibility to maintain these standards, support expected behaviour and challenge behaviour which falls below expectations.

Section 27 of the Localism Act 2011 requires relevant authorities to promote and maintain high standards of conduct by members and co-opted members of the authority. Each local authority must publish a code of conduct, and it must cover the registration of pecuniary interests, the role of an 'independent person', and sanctions to be imposed on any members who breach the Code.

The 2011 Act also requires local authorities to have mechanisms in place to investigate allegations that a member has not complied with the Code of Conduct, and arrangements under which decisions on allegation may be made.

Failure to comply with the requirements to register or declare disclosable pecuniary interests is a criminal offence. Taking part in a meeting or voting, when prevented from doing so by a conflict caused by disclosable pecuniary interests, is also a criminal offence.

Political parties may have its own internal standards and resolution procedures in addition to the Member Code of Conduct that members should be aware of.

Code Appendix A

The seven principles are :

Selflessness

Holders of public office should act solely in terms of the public interest.

Integrity

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

Objectivity

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias. Accountability Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

Accountability

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this

Openness

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing. Honesty Holders of public office should be truthful.

Honesty

Holders of public office should be truthful.

Leadership

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

Code Appendix B

Registering interests

1. Within 28 days of this Code of Conduct being adopted by the Authority or your election or appointment to office (where that is later) you must register with the Monitoring Officer the interests which fall within the categories set out in Table 1 (Disclosable Pecuniary Interests) and Table 2 (Other Registerable Interests).
2. You must ensure that your register of interests is kept up-to-date and within 28 days of becoming aware of any new interest in Table 1 or 2, or of any change to a registered interest, notify the Monitoring Officer.

Declaring interests

3. Where a matter arises at a meeting which directly relates to an interest in Table 1, you must declare the interest, not participate in any discussion or vote on the matter and must not remain in the room unless granted a dispensation. If it is a 'sensitive interest', you do not have to declare the nature of the interest.
4. Where a matter arises at a meeting which directly relates to an interest in Table 2, you must declare the interest. You may speak on the matter only if members of the public are also allowed to speak at the meeting but otherwise must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation. If it is a 'sensitive interest', you do not have to declare the nature of the interest.
5. Where a matter arises at a meeting which directly relates to your financial interest or well-being (and is not a Disclosable Pecuniary Interest) or a financial interest or well-being of a relative or close associate, you must declare the interest. You may speak on the matter only if members of the public are also allowed to speak at the meeting but otherwise must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation. If it is a 'sensitive interest', you do not have to declare the nature of the interest.
6. Where a matter arises at a meeting which affects –
 - (a) your own financial interest or well-being;
 - (b) a financial interest or well-being of a friend, relative, close associate; or
 - (c) a body covered by table 1 below
 you must disclose the interest.

Where the matter affects the financial interest or well-being to a greater extent than it affects the financial interests of the majority of inhabitants of the ward affected by the decision and a reasonable member of the public knowing all the facts would believe that it would affect your view of the wider public interest you must declare the interest. You may speak on the matter only if members of the public are also allowed to speak at the meeting but otherwise must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation. If it is a 'sensitive interest', you do not have to declare the nature of the interest.

Table 1: Disclosable Pecuniary Interests

Subject	Description
Employment, office, trade, profession or vocation	Any employment, office, trade, profession or vocation carried on for profit
Sponsorship	<p>Any payment or provision of any other financial benefit (other than from the Authority) made to the member during the previous 12-month period for expenses incurred by him/her in carrying out his/her duties as a member, or towards his/her election expenses</p> <p>This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.</p>
Contracts	<p>Any contract made between the member or his/her spouse or civil partner or the person with whom the member is living as if they were spouses/civil partners (or a firm in which such person is a partner, or an incorporated body of which such person is a director* or a body that such person has a beneficial interest in the securities of*) and the Authority —</p> <p>(a) under which goods or services are to be provided or works are to be executed; and</p>

	(b) which has not been fully discharged
Land and Property	Any beneficial interest in land which is within the area of the Authority. 'Land' excludes an easement, servitude, interest or right in or over land which does not give the member or his/her spouse or civil partner or the person with whom the member is living as if they were spouses/civil partners (alone or jointly with another) a right to occupy or to receive income.
Licences	Any licence (alone or jointly with others) to occupy land in the area of the Authority for a month or longer
Corporate Tenancies	Any tenancy where (to the member's knowledge)— (a) the landlord is the Authority; and (b) the tenant is a body that the member, or his/her spouse or civil partner or the person with whom the member is living as if they were spouses/civil partners is a partner of or a director* of or has a beneficial interest in the securities* of.
Securities	Any beneficial interest in securities* of a body where— (a) that body (to the member's knowledge) has a place of business or land in the area of the Authority; and (b) either: (i) the total nominal value of the securities* exceeds or one hundredth of the total issued share capital of that body; or (ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the member, or his/ her spouse or civil partner or the person with whom the member is living as if they were spouses/civil partners has a beneficial

	interest exceeds one hundredth of the total issued share capital of that
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*'director' includes a member of the committee of management of an industrial and provident society.

*'securities' means shares, debentures, debenture stock, loan stock, bonds, units of a collective investment scheme within the meaning of the Financial Services and Markets Act 2000 and other securities of any description, other than money deposited with a building society

Table 2: Other Registerable Interests

Any Body of which you are a member or in a position of general control or management and to which you are appointed or nominated by the Authority;

- Anybody -
- (a) exercising functions of a public nature;
 - (b) directed to charitable purposes; or
 - (c) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union) of which you are a member or in a position of general control or management.

17.1 Introduction

Angle Holdings Limited: Incorporated in September 2019, Angle Holdings was originally set up to be a holding company for all CPCA companies. It is, however, the holding company for Angle Developments (East) Limited only.
[ANGLE HOLDINGS LIMITED overview - Find and update company information - GOV.UK \(company-information.service.gov.uk\)](https://company-information.service.gov.uk)

Angle Developments (East) Limited: A housing development company incorporated in September 2019 and owned in the main by Angle Holdings. It was incorporated with the intention of delivering affordable housing schemes and forming joint ventures with local developers in order to contribute to the housing element of the 2017 devolution deal for Cambridgeshire and Peterborough.

[ANGLE DEVELOPMENTS \(EAST\) LIMITED overview - Find and update company information - GOV.UK \(company-information.service.gov.uk\)](#)

Cambridgeshire & Peterborough Business Growth Service Limited: Incorporated in August 2020 to act as a fund management and contracting vehicle to procure the private sector to deliver growth coaching, skills brokering and inward investment promotion. The *GrowthCo* was also established to enable the management of an allocated amount of Local Growth Fund finance to be used as grant or equity investment in businesses in the area. The company has three major services reflecting the initial aims. These are:

The Business Growth Service: targeting places and companies that will have the most impact on our goal to shift to a more inclusive growth dynamic across sub-economies;

The Inward Investment Service: for a new all-economy foreign direct investment and capital investment promotion service for the promotion of

employment space and employment property development opportunities to investors and companies from the UK and overseas; and,

The Skills Service: a digital and physical service connecting business with skills providers and talent, including targeted support to double the number of apprenticeships over five years.

[CAMBRIDGESHIRE AND PETERBOROUGH BUSINESS GROWTH COMPANY LIMITED overview - Find and update company information - GOV.UK \(company-information.service.gov.uk\)](#)

One CAM Limited: Incorporated in September 2020 and established as a special purpose vehicle, as a necessary and best-practice step for delivering the infrastructure intended as part of the Cambridgeshire Automated Metro. This company was placed into dormancy, following its final Board meeting in December 2021, and will be formally struck-off the register at Companies House in the near future.

Peterborough HE Property Company Limited: Incorporated in June 2020 the *Propco1* is a special purpose vehicle to deliver the new University on the embankment site in Peterborough. The Propco1 is the SPV for phase 1 of the programme and comprises of the Combined Authority, Peterborough City Council and the academic delivery partner, Anglia Ruskin University.

[PETERBOROUGH HE PROPERTY COMPANY LIMITED overview - Find and update company information - GOV.UK \(company-information.service.gov.uk\)](#)

Peterborough R&D Property Company Limited: Incorporated in November 2020 for the construction of a Research & Development building which will deliver an Advanced Manufacturing Innovation Eco-System for Peterborough. *Propco2* is a joint venture between the Combined Authority and Photocentric Limited.

[PETERBOROUGH R&D PROPERTY COMPANY LIMITED overview - Find and update company information - GOV.UK \(company-information.service.gov.uk\)](#)

17.2 The Shareholder Board

- 17.2.1 The Combined Authority has appointed a Shareholder Board. It should meet at least once every municipal year.
- 17.2.2 The Shareholder Board operates within the terms agreed by the Combined Authority Board.

17.3 The Shareholder Board Terms of Reference

- 17.3.1 The Shareholder Board forms part of the overall governance arrangements for the Authority in relation to companies and other legal entities which are wholly or partly owned or controlled by the Authority (including where such control comes about indirectly, such as via a loan agreement) (each a “Subsidiary” and together the “Subsidiaries”).
- 17.3.2 The Purpose of the Shareholder Board is to advise the mayor in the exercise of his/her responsibility for the authority’s functions corporate shareholder of a company or group of companies and in their role to represent the interest of the Authority as Shareholder Representative at meetings of a company.

Membership and Arrangements

- 17.3.3 The members of the Shareholder Board will be set to the mayor and three members of the Combined Authority consisting of:
- One member of the Conservative party
 - One member of the Labour party
 - One member of the Liberal Democrat party
 - At least one but no more than two co-opted members who will be independent persons providing relevant expertise and appointed on merit
 - The Chair or representative of the Overview and Scrutiny committee to act in the capacity of an observer
 - The Chair or representative of the Audit Governance committee to act in the capacity of an observer
 - The Chair or representative of the Business Board to act in the capacity of an observer
 - The Chief Executive Officer or their representative
- 17.3.4 Each Shareholder Board member may nominate a substitute to attend a meeting in their place.
- 17.3.5 The Shareholder Board will be supported by officers as advisors primarily consisting of:
- Chief Finance Officer or representative
 - Chief Legal Officer or representative
 - An officer with experience relevant to the business of the company

- Other officers as may be required or suitably experienced non-Executive Director

- 17.3.6 Board advisory officers may nominate an alternate officer to attend a meeting in their place.
- 17.3.7 The Shareholder Board will appoint the Mayor as Chair of the Shareholder Board and the shareholder representative of the authority. If the Chair is not present at the start of a meeting of the Shareholder Board, those members present will appoint one of the members present to chair that meeting.
- 17.3.8 Additional advisors, who do not need to be officers or members of the Authority, may be invited to attend the Shareholder Board as required but will not have voting rights.
- 17.3.9 The Board will need to follow and have regard to the rules set out in the Constitution including the finance procedure rules.

Role of the Shareholder Board

- 17.3.10 The Shareholder Board will have a role in ensuring proper governance of the Authority's Subsidiaries, such role to include:
- 17.3.11 Monitoring performance and information from each Subsidiary, in particular on financial and other risks and escalating such risks within the Authority as appropriate.
- 17.3.12 Exercising decisions relating to the authority's role as shareholder, member, owner, lender, or other position of significant control over the Subsidiary, where those decisions have been delegated to the Shareholder Board.
- 17.3.13 Making reports and recommendations to the Combined Authority Board on areas outside of the Shareholder Board's delegated authority.
- 17.3.14 Agreeing and entering into a Shareholder Agreement with each of the Authority's Subsidiaries.
- 17.3.15 The necessary oversight, from a shareholder's perspective, that the parameters, policies, and boundaries, that the Authority has established are being adhered to including a regular review of whether the Subsidiary provides the most effective vehicle to deliver the outcomes it requires and whether there are viable alternative models which might offer a more effective means of delivering its priorities.
- 17.3.16 An articulation of what success looks like in terms of delivery models to meet objectives such as achieving social outcomes and/or a return on investment.

- 17.3.17 Agree a mechanism to communicate the shareholder's views to the Subsidiary by effecting systematic engagement between the Chair/Chief Executive Officer and shareholder role to assure effective performance against strategy and governance.
- 17.3.18 Provide a holistic review of risk to the authority offered by all active Subsidiaries.
- 17.3.19 Consider and advise on the duties and if any, the training needs of potential Directors to allow them to competently assume this role.
- 17.3.20 Making representations to the Directors on the Business Plans of the Subsidiary Companies or other organisations set out in this report.
- 17.3.21 Receiving reports from the Directors where appropriate, on the progress and conduct of business in accordance with the approved Business Plan.
- 17.3.22 Reporting to the Board on the performance of the Subsidiary Companies.
- 17.3.23 Undertaking due diligence on the various Subsidiary Companies to ensure liabilities are known and accounted for within the authority.
- 17.3.24 Deciding whether a particular Subsidiary needs to be under the oversight of a specific service area.
- 17.3.25 In the case of forming a new Subsidiary, the Board will first scrutinise the business case for forming the Subsidiary to clarify the service components to be delivered, outcomes sought and options for how these may be delivered and undergo an effective comparison of alternative delivery models to ensure that the objectives, timescales, and drivers of forming the Subsidiary is the optimum approach and an advisory paper will be submitted to Board for a decision.
- 17.3.26 It is expected that each Subsidiary will enter into a form of agreement with the Authority (whether as owner, controller or lender) setting out the basis of the relationship between them (each a "Shareholder Agreement").
- 17.3.27 A detailed description of the Shareholder Board's role in relation to each Subsidiary will be set out in the relevant Shareholder Agreement.
- 17.3.28 Authority to make decisions on behalf of the Authority is delegated to the Shareholder Board for each Subsidiary as follows:
- 17.3.29 Oversight of any decisions that can only be made by the shareholder, (whether as "reserved matters" under the Shareholder Agreement and Articles of Association or pursuant to the relevant legislation applicable to that Subsidiary) such as:

- (a) approval of Shareholder Agreement with each Subsidiary.
- (b) approval of annual Business Plan and deviations from Business Plan.
- (c) approval of key appointments (including appointment, removal and or replacement of Directors) and ensuring that the Authority appointments to the board of a Subsidiary comply with the Authority's constitution.
- (d) borrowing money, granting security and giving of guarantees.
- (e) issuing Legal proceedings outside of ordinary business.
- (f) altering in any respect the articles of association of a Subsidiary or any other governing document.
- (g) altering the rights attached to any of the shares in a Subsidiary.
- (h) approving the registration of any person as a shareholder or member of a Subsidiary
- (i) ensuring that subsidiaries or the subsidiaries interests are not competing against or conflicting with, other subsidiaries or their interests
- (j) entering contracts that have a material effect on business of the CA, are outside of the business plan or significant in relation to the size of the business and/or the business plan.
- (k) establishing proper arrangements to manage potential conflicts of interest in respect of Officers and/or members appointed to the board of a Subsidiary.
- (l) approval of pay and pension arrangements in respect of both key employees of the Subsidiary and CPCA Officers appointed to the board of a Subsidiary and ensure that decisions made to make termination payments are in line with the law and the Subsidiary's controlling documents.
- (m) varying ownership and the amount of a Subsidiary's issued share capital and winding up of Subsidiary.
- (n) altering the name of any Subsidiary.

Decision-making

- 17.3.30 The Mayor or nominee of the mayor may make decisions concerning companies in which the Authority is or proposed to become shareholder either:
- (a) in a Combined Authority Board meeting, or
 - (b) in a meeting of the Shareholder Board

Meetings

- 17.3.31 The Shareholder board shall meet on a basis agreed by itself and its meetings will be held in private.
- 17.3.32 The quorum shall be the Mayor, one member of the Combined Authority Board, one independent co-opted member and one officer of the Combined Authority.

Interactions

- 17.3.33 The Shareholder Board as it considers appropriate, may:
- (a) Report and make formal recommendations to the mayor directly or to the Combined Authority Board;
 - (b) Make reports to and consult the Overview and Scrutiny Committee;
 - (c) Make reports to and consult the Audit and Governance Committee.

CHAPTER 18: OFFICER SCHEMES OF DELEGATION

18.1 PART 1: Officer Scheme of Delegations

18.1.2 Introduction

18.1.2.1 The Combined Authority has a Scheme of Delegation to Chief Officers and a Schedule of Proper Officers for its functions in accordance with section 101 of the Local Government Act 1972.

18.1.2.2 A Chief Officer in the context of this Constitution means

- Chief Executive of Combined Authority and Business Board, and Head of Paid Service
- Chief Finance Officer, and
- Monitoring Officer
- Corporate Directors
- any other posts defined as Chief Officer in the Employment Procedure rules

18.1.2.3 Powers delegated to Chief Officers may be exercised by other Officers within the Combined Authority or constituent councils if the relevant Chief Officer has further delegated that power, provided that this is properly recorded and evidenced.

18.1.2.4 Any decisions or actions taken by a Chief Officer or other person on behalf of a Chief Officer, must be in accordance with:

- (a) the provisions of the Openness of Local Government Bodies Regulations 2014;
- (b) statute or other legal requirements, including the principles of public law, the Human Rights Act 1998, statutory guidance and codes of practice;
- (c) the Constitution, including the Combined Authority [Chapter 9: Contract Procedure Rules](#), assurance framework, monitoring and evaluation framework, [Chapter 9: Contract Procedure Rules](#) and [Chapter 8: Financial Management Procedure Rules](#), and [Chapter 6: Decision Making](#);
- (d) the revenue and capital budgets of the Combined Authority,

subject to any variation which is permitted by the Financial Regulations; and

- (e) any policy or direction of the Combined Authority or any Committee acting in exercise of powers delegated to that Committee by the Combined Authority.

18.1.2.5 Officers may exercise delegated powers to take any decision in relation to the functions of the Combined Authority including Mayoral functions except where:

- (a) the matter is reserved to the Combined Authority or the Mayor by law or by the Constitution;
- (b) the matter is a function which cannot by law be discharged by an Officer;
- (c) the Combined Authority or a Committee, Sub-Committee or Joint Committee to which the Combined Authority is a party, or in the case of a mayoral function, the Mayor has agreed that the matter should be discharged otherwise than by an Officer;
- (d) the Head of Paid Service has directed that the Officer concerned should not exercise a delegated function;
- (e) any other limitation of the exercise of delegated authority is set out in this Constitution or is specifically restricted in any decision of the Combined Authority.

18.1.2.6 Lead Officers are not obliged to exercise delegated powers if they believe circumstances are such that the powers should more appropriately be exercised by the Authority or one of its Committees.

18.1.3 General Delegations to all Chief Officers

18.1.3.1 Chief Officers will be responsible for the following within their areas of responsibility:

- (a) the day-to-day management, supervision and control of services provided on behalf of the Authority within the approved budget limits;
- (b) day to day management of staff in accordance agreed human



resource policies and procedures;

(c) acting on behalf of and in the name of the Combined Authority, where necessary in consultation with the Mayor, relevant **Lead Member** or Chief Executive and/or other appropriate Officers;

(d) dealing with press enquiries and issuing press releases;

(e) investigative contraventions of legislation applicable to the functions under their control, and also in respect of these functions to exercise the powers and conferred by the Regulation of Investigatory Powers Act 2000, the European Communities Act 1974 (and associated regulations) and the Police and Criminal Evidence Act 1984.

18.2 Contracts and Accounts

- 18.2.1 All contracts shall be dealt in accordance with Contract Procedure Rules and Financial Regulations as may be agreed from time to time by the Combined Authority.
- 18.2.2 Contracts below £5,000: The decision to award the contract and any written terms must be agreed in writing by a Chief Officer unless they have delegated that authority.
- 18.2.3 Contracts between £5,000 and £50,000: The Chief Officer can award a contract up to £50,000 in value.
- 18.2.4 Contracts between £50,000 and EU thresholds: A report to authorise the award of the contract must be sent to Legal Services, and the Finance Officer for approval by the Chief Finance Officer or Monitoring Officer.
- 18.2.5 Contracts within EU thresholds up to £500,000: The Chief Finance Officer or Monitoring Officer can award a contract up to £500,000 in value upon receipt of a contract award report. An award report to authorise the award of the contract must be sent to Legal Services and the Finance Officer for approval by the Chief Finance Officer.
- 18.2.6 Contracts above £500,000: Requires a Combined Authority Board decision or the Mayor for mayoral functions before award of the contract.
- 18.2.7 Contract rule exemptions: Granted entirely at the discretion of the Chief Finance Officer or Monitoring Officer.
- 18.2.8 Assigning and novating contracts: Needs approval of the relevant Chief Officer and the Monitoring Officer. If over £500,000 it will also need a Combined Authority Decision.

- 18.2.9 Terminating Contracts: Needs approval of the Chief Finance Officer and the Monitoring Officer. If over £500,000 it will also need a Combined Authority Decision.

18.3 Delegations to the Chief Executive

- 18.3.1 To exercise the functions of the Head of Paid Service as set out in Section 4 of the Local Government and Housing Act 1989.
- 18.3.2 To be responsible for the coordination of the Combined Authority's functions including mayoral functions.
- 18.3.3 To provide a comprehensive policy advice service and in particular to advise on the Combined Authority's plans and strategies.
- 18.3.4 To be responsible for the appointment, and grading, and dismissal of staff up to and including Deputy Chief Officer level.
- 18.3.5 To be responsible for the organisation and proper management of the Combined Authority's staff including proposing changes to the management structure and the number and grades of staff required.
- 18.3.6 To authorise a Chief Officer to act in his/her absence on any matter within his/her authority.
- 18.3.7 To discharge any function of the Combined Authority which:
 - (a) has not been specifically delegated to another Officer, Committee or reserved to the Mayor or the Combined Authority Board;
 - (b) has been delegated to another Officer where that Officer is absent or otherwise unable to act (excluding the statutory functions of the Monitoring Officer and Chief Finance Officer).
 - (c) To 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 ([Chapter 6: Decision Making](#)).
 - (d) To provide any response to any Government consultation, subject to consultation with the Mayor of the Combined Authority and the relevant Lead Member.

- (e) To co-ordinate public relations for the Authority, including the approval of press releases on behalf of the Authority having consulted where appropriate the Mayor or relevant Lead Member as necessary.
- (f) Nominate, appoint and remove, in consultation with the Mayor (as Chair) and the Vice-Chair of the Combined Authority Board, representatives on the board of companies, trusts and other bodies, of which the Combined Authority is a member, and to agree Constitutional arrangements for such companies, trusts and other bodies and give any necessary consent required within their Constitutions.
- (g) To exercise the general power of competence on behalf of the Combined Authority in the absence of any specific delegation acting in the best interests of the Combined Authority, subject to:
 - i. consultation with the Monitoring Officer and the Chief Finance Officer; and
 - ii. reporting to the next meeting of the Combined Authority Board on the exercise of that power.
- (h) To take decisions up to £500k, subject to any decisions being reported to the next Board meeting of the Combined Authority.

18.4 Delegations to the Chief Finance Officer

- 18.4.1 The Chief Finance Officer shall be the designated the Proper Officer under section 73 of the Local Government Act 1985.
- 18.4.2 To effect the proper administration of the Authority's financial affairs, particularly in relation to financial advice, procedures, records and accounting systems, internal audit and financial control.
- 18.4.3 To take all actions required on borrowing, investment and financing subject to the submission to the Audit and Governance Committee and Combined Authority of an annual report of the Chief Finance Officer on treasury management activities and at six-monthly intervals in accordance with CIPFA's Code of Practice for Treasury Management & Prudential Codes.
- 18.4.4 To effect all insurance cover required in connection with the business of the Combined Authority and to settle all claims under such insurances arranged for the Combined Authority's benefit.

- 18.4.5 To accept grant offers on behalf of the Combined Authority, subject to all the terms and conditions set out by the grant awarding body.
- 18.4.6 To submit all claims for grant to the UK Government or the European Community (EC).
- 18.4.7 To set up and operate such bank accounts as are considered appropriate and make all necessary banking arrangements on behalf of the Combined Authority.
- 18.4.8 To consider reports of Officers on any likely overspending in relation to revenue expenditure, and to approve transfers between expenditure heads up to a maximum of £100,000.
- 18.4.9 To send out all accounts for income due to the Combined Authority.
- 18.4.10 To authorise electronic payments.
- 18.4.11 To collect all money due to the Authority and write-off bad debts in accordance with the Financial Procedure Rules. Legal action should be undertaken in consultation with the Monitoring Officer.
- 18.4.12 To supervise procedures for the invitation, receipt and acceptance of tenders.
- 18.4.13 To administer the scheme of Members' allowances.
- 18.4.14 To discharge the functions of the 'responsible financial officer' under the Accounts and Audit (England) Regulations 2011.
- 18.4.15 To sign certificates under the Local Government (Contracts) Act 1997.
- 18.4.16 To be the Officer nominated, or to nominate in writing another Officer, as the person to receive disclosures of suspicious transactions for the purposes of the Proceeds of Crime Act 2002 and any Regulations made under that Act.
- 18.4.17 To exercise the responsibilities assigned to the Chief Finance Officer in this Constitution, including Financial Regulations and the Contract Procedure Rules.
- 18.4.18 To incur expenditure, within the revenue budget, in accordance with the approved budget limits and Financial Regulations.
- 18.4.19 To incur expenditure on capital schemes, in accordance with the Capital Programme and Financial Regulations, provided that expenditure has been authorised in accordance with the Assurance Framework.
- 18.4.20 Approve applications to bid for external funding where there are no wider budgetary implications or the bid relates to a matter within the strategic framework.
- 18.4.21 To arrange internal audit in accordance with the Accounts and Audit Regulations 2015 and relevant professional guidance.
- 18.4.22 Internal Audit Officers on producing appropriate identification shall have authority to:

- (a) enter at all reasonable times on any land, premises or other assets of the Combined Authority;

- (b) obtain access to all records, documents, cash, stores, equipment and correspondence relating to any financial or other transaction of the Combined Authority;
- (c) require and receive such explanations as are necessary concerning any matters under examination;
- (d) require Officers or Members of the Combined Authority to produce cash, stores, or any other Combined Authority property, which is under their control.

18.5 Delegations to the Monitoring Officer

- 18.5.1 Under section 5 of the Local Government and Housing Act 1989, the Combined Authority shall appoint a Monitoring Officer.
- 18.5.2 To provide advice on the scope of powers and authority to take decisions.
- 18.5.3 If it appears to the Monitoring Officer that any proposal, decision or omission by the Combined Authority has given rise to or is likely to give rise to unlawfulness or maladministration, he/she will prepare a report to the Combined Authority with respect to that proposal, decision or omission.
- 18.5.4 To monitor and review the operation of the Constitution on an annual basis, and to make changes to the Constitution in the circumstances set out below:
 - (a) a legislative requirement;
 - (b) a minor variation which is of a non-substantive nature to enable them to be kept up to date and in order;
 - (c) required to be made to remove any inconsistency or ambiguity; or
 - (d) required to be made so as to put into effect any decision of the Combined Authority or its committees or any organisational changes.
- 18.5.5 Any such change made by the Monitoring Officer to this Constitution shall come into force with immediate effect. The Monitoring Officer will report any changes made to the Combined Authority Board as soon as is reasonably possible.

Member Code of Conduct

- 18.5.6 To deal with matters of conduct and ethical standards in accordance with the

requirements of the Localism Act 2011.

- 18.5.7 To support the Audit and Governance Committee in promoting high standards of conduct.
- 18.5.8 To receive complaints that any Member has failed to comply with the Code of Conduct for Members.
- 18.5.9 To determine, after consultation with the Independent Person, whether to reject, informally resolve or investigate any complaint received, and to take such action as is necessary to implement that determination in accordance with the complaints procedure.
- 18.5.10 To arrange for the appointment of an Investigating Officer to investigate a complaint where the Monitoring Officer (in consultation with an Independent Person) determines that a complaint merits formal investigation.
- 18.5.11 To prepare and maintain the Authority's Register of Members' Interests and ensure it is available for inspection and published on the Combined Authority's website as required by the Localism Act 2011.
- 18.5.12 To grant dispensations from section 31(4) of the Localism Act 2011 in consultation with the Independent Person if, having had regard to all relevant circumstances, the Monitoring Officer considers that:
 - 18.5.13 without the dispensation the number of persons prohibited by section 31(4) of the Localism Act 2011 from participating in any particular business would be so great a proportion of the body transacting the business as to impede the transaction of the business; or
 - 18.5.14 without the dispensation the representation of different political groups on the body transacting any particular business would be so upset as to alter the likely outcome of any vote relating to the business; or
 - 18.5.15 granting the dispensation is in the interests of persons living in the Combined Authority's area; or
 - 18.5.16 it is otherwise appropriate to grant a dispensation.
- 18.5.17 To keep a register of gifts and hospitality in accordance with the Protocol on Gifts and Hospitality and to arrange for its publication on the Authority's website.

Legal Matters

- 18.5.18 To institute, conduct, prosecute and defend any legal proceedings on behalf of the Combined Authority, as may be necessary to protect and promote the Combined Authority's interests.
- 18.5.19 To settle, if appropriate, and in the interests of the Combined Authority, any actual or threatened legal proceedings.
- 18.5.20 To instruct Counsel and professional advisers, where appropriate.
- 18.5.21 To supervise the preparation of legal documents.
- 18.5.22 To execute documents whether by hand or under seal, and to authorise other Officers to execute documents whether by hand or under seal.
- 18.5.23 To complete all property transactions and contractual arrangements where terms have been agreed by the Combined Authority, a Committee or Chief Officer acting under delegated authority.
- 18.5.24 To exercise the responsibilities assigned to the Monitoring Officer in this Constitution, including the Contract Procedure Rules.
- 18.5.25 To deal with and determine exemptions under Section 36 of the Freedom of Information Act 2000.
- 18.5.26 To accept on behalf of the Combined Authority the service of notices, orders and legal procedures.
- 18.5.27 Under Section 223 of the Local Government Act 1972 to authorise Officers who are not admitted solicitors to appear in Magistrates' Court on behalf of the Combined Authority.
- 18.5.28 To agree the terms for placing an officer at the disposal of another local authority.
- 18.5.29 To be responsible for determinations in relation to and maintenance of the list of politically restricted posts.

18.6 PART 2: Schedules of Proper Officers

18.6.1 Introduction

- 18.6.1.1 There are a number of specific references in the 1972 and 1985 Local Government Acts, which call for functions to be undertaken by what is termed the "Proper Officer". The following Schedules list such references and identify the Chief Officers responsible for their discharge:

18.6.2 Head of Paid Service

- 18.6.2.1 The Head of Paid Service is appointed the Proper Officer for the purpose of

any enactment unless this Constitution has designed another Officer as Proper Officer.

18.6.3 Chief Finance Officer

18.6.3.1 The Chief Finance Officer is appointed the Proper Officer in relation to the following:

To take decisions up to £500k, subject to any decisions being reported to the next Board meeting of the Combined Authority.

Local Government Act 1972

Receipt of money due from Officers	Section 115 (2)
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Local Government Act 1985

Proper Administration of the financial affairs of the Combined Authority	Section 73
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Local Government Finance Act 1988

To report in consultation with the Monitoring Officer if there is or is likely to be unlawful expenditure or an unbalanced budget.	Section 114
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18.6.4 Monitoring Officer

18.6.4.1 The Monitoring Officer is appointed the Proper Officer in relation to the following:

Local Government Act 1972

tion and Certificates with regard to securities	146 (1) (a) and (b)
of Documents	225 (1)
tions of photographic copies of documents	229 (5)
and signing of formal notices	234 (1) and (2)

nation of those reports which should be available for public inspection prior to a meeting of the Combined Authority, and its Committees and those which are likely to be heard in private and consequently which should not be released to the public.	100B (2)
n of documents to the press, additional to Committee reports	100B (7)
ing written summaries of proceedings	100C (2)
arrangements for list of, and background papers to reports, to be made available for public inspection.	100D (1)
nation of documents disclosing exempt information which may not be inspected by Members	100F (2)
re of Summonses to Combined Authority meetings	e 12 para 4 (2) (b)
of notices regarding address to which Summons to meetings of the Combined Authority is to be sent.	e 12 para 4 (3)

18.6.5 General

- 18.6.5.1 All Officers in whose name reports are submitted to the Combined Authority are appointed the Proper Officers in relation to the following:

Local Government Act 1972

tion and retention of lists of background papers and copies of the relevant documents and reports; and	100
ng and determining what are background papers	100

19.1 Introduction

19.1.1 This Chapter provides, as a series of annexes, the policies and protocols of the Combined Authority, as follows:

- Annex 1: Protocol on Member Use of Resources and the Code of Recommended Practice on Local Authority Publicity
- Annex 2: Gifts and Hospitality Protocol
- Annex 3: Protocol on Member-Officer Relations
- Annex 4: Guidance for Members and Officers on Publicity During the Pre-election Period
- Annex 5: Politically Restricted Posts Protocol
- Annex 6: Social Media Protocol
- Annex 7: Webcasting of Meetings Procedure
- Annex 8: Monitoring Officer Protocol
- Annex 9: Procurement Policy
- Annex 10: Data Protection Policy
- Annex 11: Complaints Procedure
- Annex 12: Protocol on Appointments to the Office of the Mayor
- Annex 13: Standards Committee Hearings Protocol

Annex 1: Protocol on Member Use of Resources and the Code of Recommended Practice on Local Authority Publicity

a) Introduction

The Combined Authority provides resources to its elected members and to members of the Business Board in order to assist them in performing their duties. These resources include:

- i. Office Premises
- ii. Stationery, postage, telephones, copying facilities
- iii. Administrative and Secretarial Support
- iv. Laptops
- v. Email accounts

The Combined Authority's Member Code of Conduct includes the following on use of the Authority's resources:

19 As a member I commit to:

9. Not misusing Authority resources.

You may be provided with resources and facilities by the Authority to assist you in carrying out your duties as a member. Examples include office support, stationery and equipment such as phones, and computers and transport. These are given to you to help you carry out your role as a member more effectively and not to benefit you personally. You should familiarise yourself with the Authority's Protocol on Member Use of Resources and the Code of Recommended Practice on Publicity.

Any breach of the requirements of this protocol will be deemed to be a breach of the Member code of Conduct. If any elected member wishes to have advice on the use of the Authority's resources they should contact the Authority's Monitoring Officer.

(b) Use of Information and Communications Technology

- a. All use of ICT by elected members is subject to the Authority's ICT policies which govern the use of laptops, the Authority's networks and mobile devices provided by the Authority. These policies also apply to the Authority's officers.

(c) The Code of Recommended Practice on Local Authority Publicity

- a. Section 2 of the Local Government Act 1986 states:

2.— Prohibition of political publicity.

(d) A local authority shall not publish [, or arrange for the publication of,] any material which, in whole or in part, appears to be designed to affect public support for a political party.

(e) *In determining whether material falls within the prohibition regard shall be had to the content and style of the material, the time and other circumstances of publication and the likely effect on those to whom it is directed and, in particular, to the following matters—*

- *whether the material refers to a political party or to persons identified with a political party or promotes or opposes a point of view on a question of political controversy which is identifiable as the view of one political party and not of another;*
- *where the material is part of a campaign, the effect which the campaign appears to be designed to achieve.*

(f) *A local authority shall not give financial or other assistance to a person for the publication of material which the authority are prohibited by this section from publishing themselves.*

This prohibition applies to all publicity produced by the Authority but is of particular importance during the period before elections.

- b. This prohibition applies to the Authority and the government has issued the Code of Recommended Practice on Local Authority Publicity under section 4 of the 1986 Act. Section 6 of the 1986 Act defines “publicity” as:

“any communication in whatever form, addressed to the public at large or a section of the public”

And the Code confirms that this will include paid advertising and leaflet campaigns, publication of free newspapers and newssheets and maintenance of websites – including the hosting of material which is created by third parties.

- c. The Code states that local authority publicity should:
- i. be lawful
 - ii. be cost effective
 - iii. be objective
 - iv. be even-handed

- v. be appropriate
- vi. have regard to equality and diversity
- vii. be issued with care during periods of heightened sensitivity

The Code confirms that, except during periods of heightened sensitivity, it is acceptable for local authorities to publicise the work done by individual members of the authority, and to present the views of those individuals on local issues. However, publicity material produced by local authorities relating to a particular member must not seek to affect public support for that individual.

- d. The Code refers to periods of heightened sensitivity before elections and referendums and requires local authorities to pay particular regard to the legislation on publicity during such periods. The Code states:

During the period between the notice of an election and the election itself, local authorities should not publish any publicity on controversial issues or report views or proposals in such a way that identifies them with any individual members or groups of members. Publicity relating to individuals involved directly in the election should not be published by local authorities during this period unless expressly authorised by or under statute. It is permissible for local authorities to publish factual information which identifies the names, wards and parties of candidates at elections.

- e. It is, therefore, not permitted for members to use the Authority's resources for political purposes such as promoting a particular candidate or political party in an election or a particular outcome in a referendum.

(d) Personal Use of the Authority's Resources

- a. Personal use of ICT equipment and resources is covered by the policies referred to at paragraph 2.1 above.
- b. As above at paragraph 1.2, the Member Code of Conduct reminds members that resources and facilities provided to them by the Authority are provided to help them carry out their roles as members more effectively and not to benefit them personally.

Annex 2: Gifts and Hospitality Protocol

1 Introduction

- 1.1 This protocol applies to the Mayor, Combined Authority Board Members, Business Board Members and Members of the Combined Authority's Committees and Boards when they act in that capacity. It also applies to co-opted members of the Combined Authority's Committees who are not elected members of the Combined Authority's constituent councils. It should be read in conjunction with the Member Code of Conduct. For the purpose of dealing with any complaints about the conduct of Members this Protocol is deemed to form part of the Member Code of Conduct. The Code of Conduct for the officers of the Combined Authority also imposes obligations on officers in relation to the declaration of gifts and hospitality.

2 Gifts and Hospitality

- 2.1 Gifts and Hospitality will include any gift, hospitality, offer or favour which is offered to a Member personally, whether or not the gift or hospitality is accepted. The definition includes gifts and hospitality offered to either a Member or to the family and friends of Members which arise from the position of the Member and common examples would be:
- Any offer of a gift of goods or services without payment;
 - Any offer of goods or services at a discount not available to the public;
 - Any offer of food, drink, travel or accommodation;
 - Any invitation to attend a cultural or sporting event without payment or at a discounted rate;
- 2.2 If you accept gifts and hospitality when it is not appropriate to do so it can damage both your own reputation and the reputations of the Combined Authority and any constituent council of which you are a member. In some circumstances, as set out in paragraph 3 below you may commit a criminal offence by accepting gifts or hospitality. As set out in the Member Code of Conduct, you should avoid placing yourself under any obligation to people or organisations that might try to influence you inappropriately in your work for the Combined Authority.
- 2.3 The decision on whether to accept a particular offer of a gift or hospitality is a matter for you. Whether you should accept a gift or hospitality will depend upon all the circumstances in which the offer is made but you should also

consider how the acceptance of the gift or hospitality will be perceived by others. If in doubt you should always seek advice from the Combined Authority's Monitoring Officer or the Chair of the Combined Authority's Audit & Governance Committee.

2.4 The kind of gifts or hospitality it may be appropriate to accept would include:

- Gifts worth less than £25 such as calendars, diaries, pens and flowers;
- Gift and hospitality provided by a public body;
- Simple refreshment provided at a meeting such as tea, coffee and biscuits;
- A simple working meal at which business is discussed;

But whether an individual offer should be accepted will always depend on all the circumstances and you should note the rules set out in paragraph 4 below about registration of gifts and hospitality. You must never solicit any gift or hospitality as a Member.

2.5 The kind of gifts it would not be appropriate to accept would include:

- Any gift in the form of cash or another form of direct payment;
- Any gifts in the form of holidays, including accommodation or travel arrangements;
- Any gift or hospitality intended to influence what you do as a Member or to put you under an obligation to the donor. In particular you should not accept any offer from a person or organisation which is involved in, or which may become involved in the future in
 - Any procurement exercise being run by the Combined Authority;
 - Any application for a grant, loan or other financial assistance from the Combined Authority;
 - Any legal dispute with the Combined Authority;
- Any gift or hospitality that is of significant value or where the value is disproportionate in the circumstances;

2.6 If you suspect that the motive behind an offer of a gift or hospitality is an inducement for you to make a particular decision or a reward for doing so you must decline it. Similarly, if accepting a gift or hospitality would be open to misinterpretation you should decline it.

2.7 This protocol only applies to gifts and hospitality you may receive in your capacity as a Member of the Combined Authority and does not apply to gifts and that are not related to your position as a Member, such as birthday or

Christmas gifts from family and friends. If you are also an elected member of one of the Combined Authority's constituent councils you will also be subject to your council's Code of Conduct and rules on gifts and hospitality.

3 The Criminal Law

- 3.1 Under the Bribery Act 2010 it is a criminal offence to request, agree to receive or accept a financial or other advantage as a reward for the improper performance of any function of a public nature.
- 3.2 If you believe a person or organisation may have been offered a bribe, you should immediately report the matter to the Combined Authority's Monitoring Officer or to the Police.

4 Registration of Gifts and Hospitality

- 4.1 You must register any offer of a gift or hospitality with an estimated value of at least £25 with the Combined Authority's Monitoring Officer within 28 days of its receipt. The registration must include details of the source of the gift or hospitality, a description, its estimated value, whether the gift or hospitality was accepted and what the Member has done with a gift.
- 4.2 If you are offered gifts or hospitality with a total value of at least £100 from the same source over a twelve month period you should register them with the Monitoring Officer regardless of whether any individual offer had an estimated value of at least £25.
- 4.3 If you are not sure of the value of the gift or hospitality it is good practice to register it anyway.
- 4.4 The Register of Gifts and Hospitality will be published on the Combined Authority's website.

5 Breaches of this Protocol

- 5.1 Breaches of this Protocol will be dealt with as breaches of the Member Code of Conduct. The Audit & Governance Committee has oversight of the Member Code of Conduct and responsibility for hearing complaints about Member conduct which have been referred to them by the Combined Authority's Monitoring Officer.
- 5.2 Allegations of any breach of this Protocol should be made in writing to the Combined Authority's Monitoring Officer.

6 Advice and Support

You should seek advice from the Combined Authority's Monitoring Officer or the Chair of the Audit & Governance Committee if you are uncertain how to deal with an offer of a gift or hospitality.

Annex 3: 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 Cabinet 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).
 - 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 Board Members should be characterised by mutual respect and courtesy and recognition of each other's roles and responsibilities. Board 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.
- 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. 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 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 Board Members.
- 4.10 Board 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 Board 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 reassignment, marriage and civil partnership, pregnancy and the protected characteristics set out in The Equality Act 2010.
- 4.13 Briefings: Any Board 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:
- 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 Social Media Protocol [currently in development]
- 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 Board 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 Board Members.
- 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.

10. Member Training

- 10.1 Board 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 Board Member is dissatisfied with the conduct, behaviour or performance of an officer they should raise the matter privately with the relevant Executive Director or Director. 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.
- 11.2 Procedure for Officers: If an officer is unhappy with the conduct or behaviour of a Board Member they should seek to resolve the matter by appropriate discussion and involvement of their Executive Director or Director.
- 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.

Annex 4: Guidance for Members and Officers on Publicity During the Pre-election Period

Annex 5: Politically Restricted Posts Protocol

1.0 INTRODUCTION

- 1.1 The Combined Authority Constitution outlines the delegations to the Monitoring Officer one of which states they are responsible for determinations in relation to, and maintenance of, the list of politically restricted posts. Political restriction means that certain posts are “politically restricted” for the purposes of Part I of the Local Government and Housing Act, 1989 and the Local Government Officers (Political Restrictions) Regulations, 1990 is applied to Combined authorities by section 21(1)(b) of the Act meaning the Combined Authority is subject to the same rules on political restriction as its constituent councils.

2.0 THE EFFECT OF POLITICALLY RESTRICTED ROLES

- 2.1 The 1989 Act sets out the posts which are to be politically restricted within a local authority. The effect of political restriction is to prevent the postholder from:
- (1) Being elected or appointed as a member of a local authority [this does not apply to membership of a parish council];
 - (2) Announcing or allowing anyone else to announce their candidature for election as a member of the House of Commons, European Parliament, Scottish Parliament, Welsh Assembly or a local authority (as above);
 - (3) Continuing in the employment of the authority once notice of resignation has been given to stand as a candidate for the House of Commons;
 - (4) Acting as an election agent or sub-agent for a candidate for election to one of the bodies above;
 - (5) Being an officer of a political party or any branch of such a party or a member of any committee or sub-committee of such a party or branch if such duties require participation in the general management of the party or branch acting on behalf of the party or branch in dealings with people other than members of the party or associated political party;
 - (6) Canvassing on behalf of a political party or on behalf of a candidate for election to any of the bodies above;
 - (7) Speaking to the public at large or to a section of the public with the apparent intention of affecting public support for a political party;
 - (8) Publishing any written or artistic work of which the postholder is the author or co-author or any written work or collection of artistic works in which the postholder has acted in an editorial capacity or permitting anyone else to publish such a work or collection if that work appears intended to affect public support for a political party. Specifically excluded

from this restriction is the display by a politically restricted post holder of a poster or other document on property occupied as a home or on a vehicle or article used by the post holder.

- 2.2 The restrictions on public speaking and publishing written or artistic works at (7) and (8) do not preclude a politically restricted postholder from engaging in those activities to the extent it is necessary of the proper performance of their official duties.
- 2.3 Where a post is politically restricted the terms and condition of appointment or employment for the postholder are deemed to incorporate these restrictions.

3.0 POLITICALLY RESTRICTED POSTS

- 3.1 The 1989 Act sets out those posts which are politically restricted, for the purposes of the Combined Authority these fall into five categories:

- (a) Statutory Officers

[for the Combined Authority these are the Head of Paid Service [the Chief Executive], Monitoring Officer and section 73 Officer]

- (b) Non-statutory Chief Officers

[These are officers for whom the head of the authority's paid service is directly responsible, who report to directly or who are directly accountable to the head of paid service but this does not include officers whose duties are solely secretarial or clerical or in the nature of a support service]

- (c) Deputy Chief Officers

[These are officers who are required to report directly or who are directly accountable to one or more of the Chief Officers but this does not include officers whose duties are solely secretarial or clerical or in the nature of a support service]

- (d) Political assistants appointed under section 9 of the Act

- (e) Other postholders whose posts are included in a list of posts where the duties of the post consist in or involve one or both of giving advice on a regular basis to the authority themselves, to any committee or sub-committee of the authority or to any joint committee on which the authority are represented or speaking on behalf of the authority on a regular basis to journalists or broadcasters.

- 3.2 Postholders whose posts are politically restricted on the basis that their duties involve advising the Combined Authority or its committees or sub-committees, or due to their duties involving speaking to journalists or broadcasters may apply to the Head of Paid Service for exemption from political restriction. An exemption may be granted if the

Head of Paid Service is satisfied that the duties of the post do not involve those activities.

- 3.3 Table 1, below, contains the roles that are automatically politically restricted under section 2 of the Local Government and Housing Act 1989 and the Local Democracy, Economic Development and Construction Act, 2009. The table contains posts formerly filled by colleagues no longer working for the Combined Authority but who were included in the last audit of politically restricted posts undertaken by the Combined Authority. For the purpose of this undertaking these roles are retained in the table as they may have been filled.

Table 1

Annex 6: Social Media Protocol

SOCIAL MEDIA PROTOCOL FOR MEMBERS

1. This Protocol applies to Combined Authority Members and Co-opted members. It gives guidelines on how to use social media, sets out how we can effectively manage social media usage and indicates how any risks or pitfalls can be minimised or mitigated. The Combined Authority encourages Members' use of new technology, including social media. This protocol is intended to help with use of social media in a way that avoids legal and reputational risk. This protocol sets out what is and is not acceptable usage of social media and complements the general rules under the Code of Conduct for Members. The Monitoring Officer and the Communications team are happy to help Members by providing additional advice and guidance as appropriate. Training could also be provided to individual Members or Groups if required.
2. **What is social media?**
 - Social media describes a range of website and online tools which allow people to interact. This includes blogs and postings on a wide range of social media platforms including (but not limited to) Facebook, Twitter, LinkedIn, Instagram, TikTok and Snapchat.
 - Social media is all about sharing information and people use social media platforms to give opinions, create interest groups and build online communities and networks which encourage participation and engagement.
3. It is not a requirement for Members to have a Facebook or Twitter account or to use other forms of social media to fulfil their role as a councillor. Social media can help you to:
 - increase your local profile as an active and engaged councillor
 - perform better as a community leader by reaching out to local residents
 - keep in touch with or obtain local views and opinion
 - be more approachable

- campaign on local issues
4. A useful rule of thumb when using social media is that if you would not give out a piece of information or make a comment to a room full of people, then don't say it on social media.
 5. Remember that, whenever you act or appear to act in your official capacity on social media, you must comply with the Combined Authority Members' Code of Conduct. The overarching rules are that you should not bring the Combined Authority into disrepute and must respect confidentiality. If you have any questions or concerns, you should speak to the Communications team in the first instance.

6. Things to bear in mind:

- Any communication is capable of being misinterpreted and this includes social media. There is something about the immediacy of social media and the lack of face-to-face contact which seems to magnify the problem.
 - Things happen quickly on social media and sometimes people express emotional reactions without careful consideration.
7. Comments can be misinterpreted or misrepresented particularly with regard to something that might be perceived as being more controversial than it was expected to be:
 - Remember that information and comments that you and others make can be broadcast to a large number of people more quickly than other media, which is a double-edged sword.
 - Even if you withdraw a comment, someone may have taken a screenshot.
 - The same rules apply to social media that govern the rest of your behaviour as a councillor, but you need to take extra care given their immediacy and ease of dissemination on social media.
 - Although the best use of social media is conversational in tone, publishing to the web is still publishing. What you've said on the web is recorded and it is permanent so make sure that your online content and comment is accurate, informative and thought through. Think of it as speaking in public. Think before you commit each word.
 - This doesn't mean that Members cannot, in the appropriate context, communicate politically but you should be careful not to say anything that you wouldn't be prepared to stand by under scrutiny or that you would not feel comfortable repeating or justifying, for example, at a public meeting.
 - Be clear if you are expressing personal views. Consider adding this in your profile description.

8. Risks

- Virus or other malware (malicious software) infection from infected sites.
- Disclosure of confidential information.
- Damage to the Authority's reputation.
- Social engineering attacks (also known as 'phishing').
- Bullying or "trolling". An internet "troll" is a person who starts arguments or upsets people, by posting inflammatory or off-topic messages online with the deliberate intent of provoking readers into an emotional response or of otherwise disrupting normal discussion, often for their own amusement.
- Civil or criminal action relating to breaches of legislation.
- Breach of safeguarding through the use of images or personal details leading to the exploitation of vulnerable individuals.
- Breach of the code of conduct for members through inappropriate use.

9. In light of these risks, the use of social media sites should be regulated to ensure that such use does not damage the Authority, its employees, councillors, partners and the people it serves. As such this policy aims to ensure:

- A consistent and corporate approach is adopted and maintained in the use of social media.
- Authority information remains secure and is not compromised through the use of social media.
- Users operate within existing policies, guidelines and relevant legislation.
- The Authority's reputation is not damaged or adversely affected without just cause.

10. Some legal issues:

- Libel – If you publish an untrue statement about a person which is damaging to their reputation, they may consider it as defamatory and consider legal action. The same thing may happen if, for example, someone else publishes something defamatory on your website; you know about it and don't take swift action to remove it. A successful legal claim could result in the award of damages against you.
- Copyright – Placing images or text on your site from a copyrighted source (for example extracts from publications or photos), without obtaining permission, is likely to breach copyright laws. Therefore, don't publish anything you are unsure about, or obtain prior permission. Again, a successful claim for breach of copyright would be likely to lead to an award of damages against you.
- Data Protection – Do not publish the personal data of individuals unless you have their express permission. Personal information in an email or personal exchange should not be presumed to imply any consent to pass it on to others. If you place personal information on a public forum you should expect it to be published by others.

- Bias and Predetermination – if you are involved in making decisions, do not say anything through social media (or indeed anywhere) that suggests you have made your mind up on an issue that is due to be formally decided. While your likely view on a particular application may be well known, you need to be able to show that you attended the committee or hearing prepared to take on board and weigh all the evidence, and were genuinely persuadable to a different view, otherwise the decision may be later challenged as invalid. If a person has suffered some sort of detriment as a result of such an invalid decision, they may have a claim against the Authority for damages.

11. Social Media and the Code of Conduct for Members generally:

- Aspects of the Code of Conduct for Members will apply to your online activity in the same way as they do to any other communication you use. The key to whether your online activity is subject to the Code is whether you are, or appear to be, acting in your capacity as a councillor rather than as a private individual. It is therefore advisable that you make it clear that any views expressed are your personal view. However, in some instances you may still be deemed as acting in your capacity as a councillor depending on the circumstances.
- Although you may be clear in your mind that you are acting in a private capacity it may be less clear to others, so to avoid doubt, it is better to spell out clearly whether you are stating personal, party or the Combined Authority corporate positions or views.
- One way of avoiding any confusion and avoiding some of the potential problems related to the Code of Conduct, may be to consider keeping your online accounts as a councillor separate from those where you communicate in a personal capacity. You should include this information in your profile. This is an individual decision for each member and some Members may find the convenience of having one account outweighs the advantages of separate accounts.

12. Principles of the Members' Code of Conduct that may apply:

- Treat others with respect - do not use social media to make personal attacks or indulge in rude, disrespectful or offensive comments.
- Comply with equality laws – do not publish anything that might be seen as racist, sexist, ageist, homophobic or anti-faith.
- Never bully or harass anyone – do not say anything, particularly if it is part of a series of similar comments about a person or on a theme that might be construed as bullying or intimidation.
- Do not bring the Combined Authority into disrepute – you should not publish anything that could reasonably be perceived as reflecting badly upon or lowering the reputation of you or the Combined Authority.
- Do not disclose confidential information - you must not, in your use of social media, just as in any other circumstances, disclose information given to you in confidence by anyone, or information acquired by you which you believe, or ought reasonably to be

aware, is of a confidential nature. Apply exactly the same standards to your social media communications as you would to statements made in a more formal context.

13. Staying out of Trouble - Some Do's and Don'ts

Do:

- set and check you have the appropriate privacy settings for your blog or networking site –especially if you have a private, non-political blog. Do you want anyone to see it, or selected people? Remember that sites like Facebook often change the parameters of settings.
- keep an eye out for defamatory or obscene posts from others on your blog or page and remove them as soon as possible to avoid the perception that you condone such views. Be aware that the higher your profile as an elected member, the more likely it is you will be seen as acting in your official capacity when you blog or network.
- consider keeping your personal and elected member profile on social networking sites separate.
- maintain appropriate professional boundaries.
- ensure you use the Authority's facilities appropriately; if you use an Authority provided blog site or social networking area, any posts you make will be viewed as being made in your official capacity.
- be aware that you will be seen as acting in your official capacity if you publish information that you could only have accessed by being an elected member.
- feel able to make political points but be careful about being too specific or personal if referring to individuals. General comments about another party or comments on policy or position are less likely to be viewed as a personal attack.

Don't:

- post social media content in haste, particularly in circumstances where your judgement might be impaired; for example, if you are angered by a comment, tired or have consumed alcohol.
- never post comments that you would not be prepared to make on paper or face to face.
- use council facilities for personal or political blogs.
- request or accept a Combined Authority employee or contractor providing services to the council as a "friend" on a social networking site where this suggests close personal association.
- use social media in any way to attack, insult, abuse, defame or otherwise make negative, offensive or discriminatory comments about council staff, service users, their family or friends, colleagues, other professionals, other organisations, or the Authority.
- publish confidential information that you may have learned or had access to as part of your role as an elected member. This includes personal information about service users, their families or friends, contractors, authority staff as well as information related to the Authority.

- represent your personal views, or those of any political party or interest group you belong to, as being those of the Authority, on any social medium.
- browse, download, upload or distribute any material that could be considered inappropriate, offensive, defamatory, illegal or discriminatory.
- make conspicuous or excessive use of social media technology during the course of an Authority committee meeting so that you give the impression to the public of not being respectful of the proceedings and, more seriously, taking decisions that are not based on full engagement with the facts and arguments.

14. Members have a right to expect respectful behaviour from the public. If members of the public are being abusive, intimidatory or threatening you are entitled to stop any conversation or interaction in person or online and report them to the local authority, the relevant social media provider, or the police. This also applies to fellow members, where action could then be taken under the Councillor Code of Conduct, and the Combined Authority employees, where concerns should be raised in line with the Combined Authority member- officer protocol.

15. The Advisory, Conciliation and Arbitration Service (ACAS) characterises bullying as offensive, intimidating, malicious or insulting behaviour, an abuse or misuse of power through means that undermine, humiliate, denigrate, or injure the recipient. Bullying might be a regular pattern of behaviour or a one-off incident, happen face-to-face on social media, in emails or phone calls, happen in the workplace or at work social events and may not always be obvious or noticed by others.

Annex 7: Webcasting of Meetings Procedure

General

- 1.1. The Combined Authority has agreed that meetings of the Combined Authority Board, Executive Committees, Audit & Governance Committee and Overview & Scrutiny Committee can be transmitted live on the internet (webcast), and the recordings made available on the website for 12 months.
- 1.2. Other meetings may also be webcast, as and when required, subject to the approval of the Chairman and members present. This protocol has been produced to assist the conduct of webcast meetings and to ensure that in doing so the Combined Authority is compliant with its obligations under the Data Protection Act 1998 and the Human Rights Act 1998. Accordingly, the following will apply to all meetings to be webcast by the Council:
 - 1.2.1. The Mayor/Chairman of the meeting has absolute discretion to terminate or suspend the webcast at any time and for any reason which the Mayor/Chairman deems reasonable. This may include public disturbance or other disruption of the meeting.
 - 1.2.2. No exempt or confidential agenda items shall be webcast and no part of any meeting will be webcast after the Council has voted to exclude the press and public because there is likely to be disclosure of exempt or confidential information.
 - 1.2.3. Subject to (d) below, all archived webcasts will be available to view on the Council's website for a period of 12 months.
 - 1.2.4. Archived webcasts or parts of webcasts may be removed from the Council's website if, in the reasonable opinion of the Monitoring Officer, it may prejudice the Council's or the public's interests. Content may also be removed if the Monitoring Officer considers it necessary because all or part of the content of the webcast is or is likely to be in breach of any statutory provision or common law, for example Data Protection and Human Rights legislation or provisions relating to confidential or exempt information.

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- 1.2.5. If the Monitoring Officer has decided to take such action he/she/they must notify all elected Members in writing as soon as possible of his/her decision and the reasons for it. Council anticipates that the need to exercise this power will occur only on an exceptional basis.
- 1.2.6. Any elected Member who is concerned about any webcast should raise their concerns with the Monitoring Officer.
- 1.2.7. At the start of each meeting to be recorded, an announcement will be made to the effect that the meeting will be webcast and the Mayor/Chairman will make the following statement: 'May I remind everyone present that this meeting will be broadcast live via the internet and the record will be archived for future viewing.'
- 1.2.8. As part of the process for asking public questions residents will be advised that the meeting will be streamed on the internet and a copy of the meeting retained on the website. If an attendee (other than an elected member of the Council) does not wish to be filmed whilst addressing the meeting (unless they are included in the proceedings) ordinarily if members of the public are participating the meeting Clerk will provide advice on the best place to position themselves to ensure no image of the attendee is taken and the webcast operator will focus the camera on the Mayor/Chairman.
- 1.2.9. At the front of each agenda and on signs to be displayed inside and outside the meeting room there will be the following notice:-
WEBCASTING NOTICE Please note: this meeting may be filmed for live broadcast via the Combined Authority's website with recorded content available to view on its website for a period of 12 months.
- 1.3. By entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings for webcasting and/or training purposes. If members of the public do not wish to have their image captured they should notify the Mayor/Chairman at the start of the meeting and sit out of range of the cameras.

-
- 1.4. Any queries regarding the webcasting of meetings should be referred to the Monitoring Officer.

Members of the public are permitted to film or record Councillors and officers at any Council meetings that are open to the public and press. The Combined Authority permits photography and social media reporting of all its public

Annex 8: Disciplinary Procedures in Relation to the Head of Paid Service, Monitoring Officer and Section 73 Officer

- (a) The procedures for disciplinary action and dismissal of the Head of Paid Service [Chief Executive], Monitoring Officer and Section 73 Officer [“the statutory officers”] match the requirements of the Local Authorities (Standing Orders) (England) Regulations 2001 [as amended] which apply to the Combined Authority’s constituent councils.
- (b) Only the Combined Authority Board may dismiss the statutory officers following the procedure set out in this Annex and following the recommendation of a Statutory Officer Investigatory Panel constituted as set out below.
- (c) In any case where disciplinary action, as defined in Chapter 12 of the Constitution (Employment Committee) is to be taken against one of the statutory officers the Employment Committee shall establish a Statutory Officer Investigatory Panel to deal with the matter. The Panel shall have the authority to take disciplinary action short of dismissal against a statutory officer and to recommend to the Combined Authority Board that a statutory officer be dismissed.

- (d) The Statutory Officer Disciplinary Panel shall be made up of all the members of the Employment Committee or their substitute members, including the Mayor or Deputy Mayor acting in their place, together with at least two independent persons appointed by the Combined Authority or by other local authorities in England under section 28(7) of the Localism Act 2011 subject to the rules on appointment of independent persons to the Panel set out in Schedule 3 to the Local Authorities (Standing Orders) (England) Regulations 2001 [as amended].
- (e) Before the taking of a vote at the relevant meeting on whether or not to approve such a dismissal, the Combined Authority Board must take into account, in particular
- any advice, views or recommendations of the Panel;
 - the conclusions of any investigation into the proposed dismissal; and
 - any representations from the relevant officer.
- (f) Any remuneration, allowances or fees paid by the Authority to an independent person appointed to the Panel must not exceed the level of remuneration, allowances or fees payable to that independent person in respect of that person's role as an independent person under the 2011 Act.
- (g) The Panel must be appointed at least 20 working days before a meeting of the Combined Authority Board to consider whether or not to approve a proposal to dismiss a statutory officer.



Annex 9: Monitoring Officer Protocol

MONITORING OFFICER PROTOCOL

1.0 Statutory Responsibilities

- 1.1 The Monitoring Officer is a statutory appointment pursuant to section 5 of the Local Government and Housing Act 1989. This protocol is to enable Members to make use of the Monitoring Officer's ability to provide them with practical advice on legality and conduct, by setting out how the Monitoring Officer will carry out his/her functions.
- 1.2 The Monitoring Officer is responsible for ensuring that the Authority and its Members act lawfully, do not cause maladministration, and comply with the Code of Conduct for Members. The Monitoring Officer is the Combined Authority's primary source of advice on all legal issues, and to Members on their legal obligations, but he/she also has specific statutory duties, such as investigating complaints of Member misconduct and making public report to the Council in cases of illegality.
- 1.3 The Combined Authority recognises that an effective Monitoring Officer, positively engaged in the discharge of the Authority's business, is essential to the effective running and sound corporate governance of the Council.
- 1.4 Section 5(1) Local Government and Housing Act 1989 requires the Combined Authority to appoint an Officer as the Council's Monitoring Officer and gives that Officer personal responsibility:
 - to report on actual, and anticipated, illegality within the Authority
 - to report cases where the Ombudsman has found maladministration on the part of the Authority
 - to maintain the Register of Members' Interests; and
 - to administer, assess and investigate complaints of Members' misconduct.

2.0 Working Arrangements

- 2.1 The law does not prescribe exactly how the Monitoring Officer is to carry out these functions. Therefore, this protocol describes the way the Combined Authority expects the Monitoring Officer to discharge these functions and how it expects Officers and Members to co-operate with the Monitoring Officer to enable him/her to discharge these functions effectively.



- 2.2 In general terms, the Monitoring Officer's ability to discharge these duties and responsibilities will depend, to a large extent, on the Mayor, Members and Officers:
- complying with all the relevant law and any relevant codes of conduct.
 - complying with any general guidance and advice provided from time to time, by the Monitoring Officer.
 - making lawful and proportionate decisions; and
 - generally not taking action that would bring the Combined Authority, their Offices or professions into disrepute.
- 2.3 The Monitoring Officer undertakes to discharge their statutory responsibilities with a positive determination and in a manner that enhances the overall reputation of the Combined Authority. In doing so, they will also safeguard, so far as is possible, the Mayor, Members and Officers, whilst acting in their official capacities, from legal difficulties and/or criminal sanctions.
- 2.4. Having excellent working relations with the Mayor, Members and Officers will assist in the discharge of the statutory responsibilities of the Monitoring Officer and keep the Combined Authority out of trouble. Equally, a speedy flow of relevant information and access to debate (particularly at the early stages of any decision-making by the Mayor or the Combined Authority) will assist in fulfilling those responsibilities. The Mayor, Members and Officers must, therefore, work with the Monitoring Officer in discharging these responsibilities.
- 2.5 The Monitoring Officer issues guidance to Officers to assist them in understanding the nature, breadth and requirements that the Monitoring Officer puts upon all Officers. This protocol also explains how the Monitoring Officer will approach the role. The Monitoring Officer considers that the role is a positive and preventative one, related to legality, avoidance of maladministration and observance of codes of conduct /practice where there is actual / potential transgression by the Mayor and/or the Combined Authority.
- 2.6 The Monitoring Officer gives authoritative advice and guidance on these issues which will be conducive to a culture of propriety and integrity. This will provide comfort for Officers, the Mayor and Members alike. However, although the Monitoring Officer will seek to be positive about the role, it must be recognised that the role imposes a personal duty to make a public, statutory report where it appears to be necessary. This might ultimately force the Mayor and/or the Combined Authority to consider issues they/it might not wish to.
- 2.7 The Monitoring Officer and the Mayor and/or the Combined Authority should co-operate in every way possible so as to reduce the need for the Monitoring Officer to issue a formal report. In support of this, the Monitoring Officer places significant reliance upon the advice and support given by colleagues in Legal Services, Human Resources and Democratic Services, but particularly those in the Legal Services team who will, in providing corporate legal advice do so in an



enabling manner, but also identify areas of particular risk and concern, assisting Officers, the Mayor and Members to achieve their objectives, but ultimately in a lawful and proper manner.

2.8 The following arrangements and understandings between the Monitoring Officer, the Mayor, Members and Chief Officers are designed to ensure the effective discharge of the Combined Authority's business and functions.

2.9 The Monitoring Officer will:

- be alerted by the Mayor, or by Members or by Officers to any issue(s) that may become of concern to the Combined Authority, including, in particular issues around legal powers to do something or not, ethical standards, probity, propriety, procedural or other constitutional issues that are likely to arise.
- have advance notice of at least five working days (including receiving agendas, minutes, reports and related papers) of all relevant meetings of the Combined Authority at which a binding decision of the Combined Authority may be made) at or before the Combined Authority's meetings or any binding decision to be made by the Mayor, including in both cases, a failure to take a decision where one should have been taken.
- have the right to attend any meeting of the Combined Authority before any binding decision is taken by the Combined Authority or to be notified and where necessary meet with the Mayor before he/she makes any binding decision, including in both cases, a failure to take a decision where one should have been taken)
- in carrying out any investigation have unqualified access to any information held by the Mayor and/or the Combined Authority and to any Officer who can assist in the discharge of these functions.
- ensure the other statutory Officers are kept up to date with relevant information regarding any legal, ethical standards, probity, propriety, procedural or other constitutional issues that are likely to arise.
- report to the Combined Authority, from time to time, on the Constitution and any necessary or desirable changes.
- as per the statutory requirements, make a report to the Combined Authority, as necessary on the staff, accommodation, and resources they require to discharge their statutory functions
- have a special relationship of respect and trust with the Mayor, and chairs of the Combined Authority's committees, sub-committees and working groups



with a view to ensuring the effective and efficient discharge of Mayoral and/or Combined Authority business

- develop effective working liaison and relationship with the Internal and External Auditor, BEIS, DLHUC and the Local Government Ombudsman (including having the authority, on behalf of the Mayor or the Combined Authority, to complain to the same, refer any breaches to the same or give and receive any relevant information, whether confidential or otherwise, through appropriate protocols, if necessary)
- maintain and keep up-to-date relevant statutory registers for the declaration of Members' interests, gifts and hospitality.
- give informal advice and undertake relevant enquiries into allegations of misconduct; defer the making of a formal report under s5 Local Government and Housing Act 1989 where another investigative body is involved
- have sufficient resources to enable them to address any matters concerning their Monitoring Officer functions
- be responsible for preparing any training programme for Members on ethical standards, Code of Conduct issues, data protection, confidentiality, and general governance of the Combined Authority.
- ensure that the Mayor and Members and Officers of the Combined Authority are fully aware of their obligations in relation to probity.

2.9 To ensure the effective and efficient discharge of these arrangements, the Mayor, Members and officers will report any breaches of statutory duty or Combined Authority policies or procedures and other vices or constitutional concerns to the Monitoring Officer, as soon as practicable.

2.10 The Monitoring Officer is also available for the Mayor, Members and Officers to consult on any issues in respect of possible maladministration, impropriety and probity issues, or general advice on the constitutional arrangements. Monitoring the Protocol

3. Monitoring the Protocol

3.1 The Monitoring Officer will report to the Combined Authority as to whether the arrangements set out in this protocol have been complied with and will include any proposals for amendments in the light of issues which have arisen.

4. Conflicts and Interpretation

4.1 Where the Monitoring Officer has received a complaint or is aware of an event which may lead to them issuing a statutory report relating to a matter upon which



they have previously advised the Mayor and/or the Combined Authority, they shall consult the Head of Paid Service who may then either:

- i. refer the matter to another Officer for investigation and report to the Head of Paid Service; or
- ii. ask another authority to make their Monitoring Officer available to investigate the matter and report to the Head of Paid Service and/or the Combined Authority as appropriate; or
- iii. instruct another qualified person to undertake the investigation and report to the Head of Paid Service and / or the Combined Authority as appropriate.

4.2 Questions of interpretation of this guidance will be determined by the Monitoring Officer.



Annex 10: Procurement Policy



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY

PROCUREMENT POLICY

November 2022

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1. Introduction

This document sets out the procurement approach to be applied by any person purchasing Goods, Services or Works on behalf of the Cambridgeshire and Peterborough Combined Authority (CPCA). It is complementary to Chapter 16 – Contract Procedure Rules of CPCA’s Constitution and it is designed to detail the overarching approach to public spending and the strategy by which best value and compliance is to be achieved.

2. Organisation Classification

The Cambridgeshire and Peterborough Combined Authority is classified as a Contracting Authority as defined in Regulation 2(1) of the Public Contract Regulations 2015.

3. Applicable Legislation & Policy

The CPCA is required to operate in accordance with the following Legislation

- The Local Government Act 1972
- TFEU principles and precedence (specifically the Treaty of Rome and the European Union Laws)
- Public Contract Regulations 2015 (PCR2015) as amended from time to time including by The Public Procurement (Agreement on Government Procurement) (Thresholds) (Amendment) Regulations 2021
- Concession Contracts Regulation 2016
- Bribery Act 2010
- Equalities Act 2010
- Localism Act 2011
- Social Value Act 2012
- Modern Slavery Act 2015
- General Data Protection Regulation 2018
- Transparency Code 2015
- Public Procurement Policy Notes

The first item in the above list requires the authority to publish its Standing Orders on how it manages its contracting requirements (Chapter 16 - Contract Procedure Rules) as part of its Constitution; this being available at the following link - [Contract Procedure Rules](#) The CPCA, as part of this section of the Constitution, sets out a basic workflow and series of decisions regarding; budget, conventional route to market options, practical processes, approval requirements and final



award, and is based on the minimum and most commonly applied requirements, as directed by the PCR2015.

The remainder of how the above requirements in legislation and Policy are to be achieved are detailed below.

4. Policy Requirements

This Policy document must be read in conjunction with the Constitution and strictly applied to ensure both:

- 1) the application of the following Treaty Principles;
 - a) equality of treatment
 - b) transparency
 - c) mutual recognition
 - d) proportionality
- 2) evidence of compliance with the Public Contract Regulation 2015 and the Concession Contract Regulations 2016;
- 3) an efficient, effective and economic outcome from every procurement;
- 4) a proportionate procurement process that balances procurement costs and delivery savings;
- 5) support and push for the socio-economic commitments of the area, Authority and its members where possible and to the largest extent permitted by law, including:
 - Net Zero policies and outcomes by all contractors, suppliers and in works contracts, promoting
 - Real Living Wage to all directly employed staff, (individuals) contractors and contractors' staff working for the Authority for more than two hours per week for eight consecutive weeks.
- 6) The above are to be achieved through the adherence to the following processes, decisions, actions and documentation.

5. Reasons for Compliance

Officers are required to comply with the Contract Procedure Rules and this Policy

- To ensure that the Authority obtains best value when it buys works, goods or services
- To demonstrate true and fair competition and public accountability
- To ensure consistency
- To prevent bribery and corruption, whilst ensuring probity
- To ensure a full audit trail and transparency
- To protect the interests of the Authority, its officers, elected Members, tax payer funds and the public.



- To abide by legislation, government guidance and policy and the Authority's socio-economic commitments.
- To minimise the risk of challenge, project a project from delay and prevent the likelihood of incurring additional costs or paying damages

6. Procurement Planning

Officers need to plan ahead for their required purchases, this to include the following stages

- Financial Approvals – this to include the initial budget allocation and any delegated authorities to award
- Project team – who will support the process from a financial, procurement, legal and a sponsor perspective
- Documentation requirements – internal or external templates
- Process approvals – internal or external panels or boards or funding requirements
- Process durations (excluding any approvals)
 - Single quote - approximately two weeks
 - Three quotes - approximately six weeks
 - Below threshold tender - approximately 10 weeks
 - Above threshold tenders - OPEN procedure – approximately 14 weeks
 - Negotiated Procurement - at least 26 weeks
- Award requirements – this to include the completion of the Officer Decision Notice, approval by the Chief Executive and the (CA Board or Mayoral Decision) if over £500,000 and any Standstill requirements where applicable (The above requirement includes contracts of the same value being novated or assigned).

The Find a Tender Service ("FTS") threshold is currently at £189,330+VAT and £4,733,252+VAT for services and works respectively but these will change after the 31/12/2021 to £213,477 **including** VAT and £5,336,937 **including** VAT respectively.

7. Procurement Documents

All procurements must include the following information, where practical, using the CPCA standard templates and requirements (to be supplied as templates by the procurement team where necessary).



- Either a **Request for Quotations** (“RFQ”) or **Invitation to Tender** (“ITT”) document that details the process to be followed, the rules of participation and the method by which the procurement will be managed, evaluated and awarded.
- A **Contract Specification** or set of **Employers Requirements– Included in the ITT**
- A **Standard Selection Questionnaire** (“SSQ”) document (may only be used on above EU threshold processes) used to assess mandatory and discretionary disqualifications and a supplier’s overall suitability to contract with the CPCA. – Included in the ITT for open procurement process only or a separate document for other processes.
- A **Due Diligence Information Document** that enables the CPCA to assess the stability and commercial suitability of the organisation to deliver the contract – Included in the ITT
- A Set of **Method Statement Questions** that direct the supplier to specify and explain how they will deliver the specifics of the project’s requirements. – Included in the ITT
- A **Pricing Document** to be completed – To be attached to the ITT as part of the tender documents
- The **Contract Terms and Conditions**– To be attached to the ITT as part of the tender documents
- Any additional, supporting; charts, drawings, data sheets, explanatory notes etc.

8. Tender Specifications (law & CPCA requirements)

The tender specification needs to adequately define the CPCAs requirements; this could be as an input, output or outcome spec.

When using an input specification, officers cannot name a manufacturer, brand, model or part number; the requirement needs to be defined by its functionality and performance. Where it is impossible to define a requirement without naming a product; the specification must state, ‘or equally approved’.

The specifications must be relevant to the subject matter of the procurement and they must not be drafted so as to narrow competition artificially.

Officers defining the contract requirements must therefore be suitably experienced (and for an input specification; up-to-date with current standards, technology and trends) such that the tender documentation will facilitate a suitable offering and a manageable contract.

9. Procurement Route Decisions

Officers are required to consider their route to market based on the nature of the purchase, whether the total contract value exceeds a requirement to advertise (over £25k) and the FTS threshold, and under which of the following categories that spend falls;

- **Category 1 - Public Contracts** - Works, Goods or Services contracts where there is a definitive requirement with certainty of profit
- **Category 2 - Concession Contracts** – where there is an investment or risk on return by the supplier such that there is no certainty of profit; e.g. café services
- **Category 3 - Light Touch Regime Contracts** – where the cross-border markets are limited as suppliers are usually required to be locally based and knowledgeable; e.g. legal services, education, catering

Each of these Categories has an FTS threshold for advertising and as such two different strategies by which to engage with the market. The Current FTS thresholds are available at the following link - [Public Procurement thresholds 2020/2021 – Tenders Direct Blog](#)

In selecting the optimal route to market, officers are required to demonstrate that their selected route achieves primarily value for money and secondly promotes the Authority's commitments; generally this will require evidence of the supplier having been selected through a competitive procedure be that in the establishment of a competitively procured corporate contract or framework (by the CPCA or another approved organisation), or through a project specific competition. The level of competition required is set out below.

When awarding/signing Contracts following a procurement route, the officers are required to fill in the relevant form to each route (as described in the [Decision Matrix spreadsheet](#)) and obtain necessary approvals as indicated within the relevant form used. Templates of the relevant forms can be found [HERE](#).

9.1. Below threshold – all categories

(Supplemental to paragraph 18.1 of Chapter 16 of the CPCA's Constitution)

- under £50,000 officers are required to seek three local quotes where available as a preference unless the technicality of the requirement is so specialist that this overrides the socio-economic commitments of the CPCA in which case an advert may be required to seek interest from appropriately qualified organisations

- over £50,000 officer are required to either utilise a corporate contract or an existing framework, wherever possible (as listed below), or to place an advertisement and invite tenders using the CPCA standard templates above and procurement process detailed below.

9.2. Above threshold – Category 1

Over the FTS threshold officers are **required to consult with procurement** and to carry out an [options appraisal](#) (using the CPCA standard form) in consideration of the following

- consider and evaluate the use of existing frameworks; specifically
 - Crown Commercial Services Frameworks
 - Eastern Shires Purchasing Organisation Frameworks
 - Homes England Frameworks
 - Highways England Frameworks
 - National LGPS Frameworks
 - Any other framework in which we have been explicitly named and financially accounted for.

Where a framework is used, the officer must comply with the processes as set out in the original procurement.

Where there is an option for either direct award or mini competition, officers must consider the following.

- Where the contract value is over the FTS Threshold, a mini competition must be applied
- Where the contract value is under the FTS Threshold, and the framework allows for direct awards for such values, the officer may apply either option (subject to the advice by the procurement department, and) depending on
 - The technical requirements of the contract
 - The suitability of the suppliers on the framework
 - Any conflicts between this appointment and other project related contracts
 - Criticality of timescales
 - Historic project knowledge where the initial appointment was suitable procured.

Where a framework is not available or they are deemed unsuitable, and in considerations of the requirements of the category, officers must advertise the opportunity and select the route based on the following options listed below:

Single Appointment Requirements

- OPEN tendering must be the default option – it requires the disclosure of EVERYTHING up front to EVERYONE and as such best demonstrates an open, fair, inclusive and transparent process; however

- RESTRICTED tendering may be used where the market is extensive and the cost to the CPCA and the market against the process is disproportionate to the value of the contract such that a short-listing stage is advantage to all parties. EVERYTHING must still all be disclosed upfront
- COMPETITIVE PROCEDURE WITH NEGOTIATION tendering may be used where EVERYTHING is not known upfront as how the outcomes are to be achieved need market involvement.

Multiple Appointment Requirements

- FRAMEWORK AGREEMENT - these are procured in accordance with any of the routes above and can include single or multiple requirements (LOTS), single or multiple suppliers and single or multiple awards. It is a closed list once awarded and has a maximum duration of 4 years. The initial process and any subsequent awards must comply with the principles of equal treatment and transparency and comply with both the PCR 2015 and the processes defined in the framework documents.
- DYNAMIC PURCHASING SYSTEMS these are open lists, they are established using the SSQ and a minimum level of quality and previous experience requirements; suppliers are added to categories if approved and any award under the DPS must be by way of a mini competition which evaluates price and quality.

9.3. Above threshold – Category 2

- OPEN tendering must be applied – it requires the disclosure of EVERYTHING up front to EVERYONE and as such best demonstrates an open, fair, inclusive and transparent process

9.4. Above threshold – Category 3

- There are no prescribed routes to market, the process must be defined on a project by project basis and must comply with the TFEU principles of equality, transparency fair treatment of suppliers and proportionality.

10. Tender Process & Communication – Category 1 & 2

All Procurement information and tender requirements MUST be shared equally with ALL interested parties; to facilitate this, the following rules regarding information distribution, communications and storage, must be followed.

ALL information must be shared and managed **ELECTRONICALLY**, and where specified below, **managed through the CPCA e-tendering portal**

10.1. Under £10k – quotes

Single quotes must be obtained by email and accepted by way of a purchase order which is issued electronically and includes a description of the purchase and the total price to be paid.

10.2. Non-advertised (three) quotes - £10k - £50k

Where three quotes are obtained directly from three local suppliers, these can be requested by email. Once evaluated the selected supplier's quote must be and accepted by way of a purchase order which is issued electronically and includes a description of the purchase and the total price to be paid.

10.3. Advertised quotes - £25k - £50k

Where an officer cannot identify 3 local suppliers from whom to obtain quotes, the opportunity must be advertised on Contracts Finder (via the e-tendering portal) and an appropriate set of procurement documents collated so as to clearly and transparently define the project requirements and enable interested parties to submit a compliant and competitive quote.

All correspondence regarding the tender process, documentation and requirements must be managed through the portal and all information shared equally with all interested parties by way of the public notification function. The evaluation outcome and award must be noted in the system and any decision reports attached.

10.4. Advertised Tenders – over £50k

Where a contract has a value that exceeds £50k and the opportunity cannot be awarded through an existing framework then it must be advertised on Contracts Finder (via the e-tendering portal) and an appropriate set of procurement documents collated so as to clearly and transparently define the project requirements and enable interested parties to submit a compliant and competitive quote. These processes are to be loaded and overseen by procurement.

All correspondence regarding the tender process, documentation and requirements must be managed through the portal and all information shared equally with all interested parties by way of the public notification function. The evaluation outcome and award must be noted in the system and any decision reports attached.

10.5. Regulation compliant Tenders

Above FTS threshold tenders must be both advertised on Contract Finder and in the Find a tender Service (FTS)(via the e-tendering portal – currently Proactis) and an appropriate set of procurement

documents collated so as to clearly and transparently define the procurement process to be followed along with the all project requirements so as to enable interested parties to submit a compliant and competitive quote.

All correspondence regarding the tender process, documentation and requirements must be managed through the portal and all information shared equally with all interested parties by way of the public notification function. The evaluation outcome and award must be noted in the system and any decision reports attached.

10.6. Mini Competition from a Framework

Where the CPCA are utilising an existing Framework under which they intend to carry out a further competition to obtain a competitive quote from interested parties, the process and all the tender documentation and correspondence must be managed through the CPCA e-tendering portal. The project officer must utilise the framework templates where stipulated (ours where not) to clearly and transparently communicate all of the project requirements so as to enable interested parties to submit a compliant and competitive quote.

All correspondence regarding the tender process, documentation and requirements must be managed through the portal and all information shared equally with all interested parties by way of the public notification function. The evaluation outcome and award must be noted in the system and any decision reports attached.

10.7. Direct Award from a Framework

Where a framework includes an option to award directly the officer must first identify which supplier best matches their requirements in consideration of performance ability, delivery timescales, cost, experience, ability to resource, conflicts of interest and any other requirements that are particular to the project that demonstrate a justifiable reason for using that supplier over another – this decision making process must be agreed with procurement and documented by way of an email that can be attached to the contract register when the contract is added.

10.8. Direct Award without advertisement

In some circumstances there may be a justification to award without advertisement or competition; in either and/ or both cases a [Direct Award Template.docx \(sharepoint.com\)](#) must be completed to document and justify this decision and this must be signed in accordance with the requirements of the form.

- Direct Award instead of seeking three quotes below for below FTS Threshold



- Direct award without advertisement or competition for above FTS Threshold- this is covered in Regulation 32 of the Public Contract Regulations 2015 for which exemptions there are certain criteria
 - Monopoly – this must be demonstrated through a single response to an expression of interest published on Contracts Finder (Below threshold) or on the FTS
 - Urgency – This is where the requirement must be addressed sooner than the time required for Threshold procurement – however – the urgency must not be of the CPCA’s making e.g. poor planning.
 - In response to a procurement having been completed in a compliant manner and the outcome not achieving the requirement of the tender documents – in this case a single supplier can be selected to negotiate with.

All decisions regarding this must be agreed with legal and procurement and recorded in the Direct Award Template.

11. Tender Process & Communication – Category 3

11.1. Below Light touch regime threshold

There are no requirements to advertise below Light Touch Regime threshold – however, the CPCA are still required to ensure that the expenditure demonstrates value for money. Officers are also required to ensure they have approval to spend the funds and this and the choice of suppliers should be agreed by the budget holder and the email evidencing this attached to the relative entry on the contract register.

This specifically applies to contentious legal, education, training, catering services procurement processes for the CPCA and others which are included under Section 3 or the PCR2015.

11.2. Above Light touch regime threshold

The practical process for this type of procedure must follow 10.5 above and the details of the process as set out in the Invitation to Tender.

12. Advertising Opportunities and Awards

- Framework Award Notices –
 - Over the FTS threshold, an award notice should be published in the FTS and on Contracts Finder within 30 days from award of contract.



- Under the FTS threshold - and over £25k an award notice must be published on Contracts Finder within 30 days from award of contract.
- Advertised Opportunities & their Award Notices –
 - Above FTS Level - Any contract that exceeds the FTS threshold must have both the opportunity published in the FTS in accordance with the selected route to market and then , also published on Contracts Finder within 30 days from award of contract.
 - Below the FTS threshold – where the opportunity has been advertised an award notice must also be published using the same mechanisms
- Not-advertised Opportunities & their Award Notices –
 - Three Quotes – where the value exceeds £25k an award notice must be published on Contracts Finder
 - Single Source – where the value exceeds £25k an award notice must be published on contracts finder and where the value exceeds the FTS threshold and is awarded subject to Regulation 32 and VEAT notice must be published and a 10 day stand still period applied.
 - Light Touch Regime below FTS procurements do not need the opportunity advertised but where over £25k, the award must be notified on Contracts Finder

13. Tender Evaluation Approach

13.1. Single quote

Purchases made using a single quote are only evaluated for compliance with request and budget.

13.2. Three Quotes

Purchase made after seeking three quotes (that have not been advertised should be made to the lowest priced suppliers.

13.3. Advertised Tender Processes

Tenders that are advertised must be evaluated for the on the Most Economical and Advantageous Tender where both quality and price are considered.

The default split for evaluation is 60% quality and 40% price but this can be adjusted to a split of 70:30 or 80:20 to reflect the requirements of the contract.



13.4. Mini Competition FW

Mini competitions must be evaluated using the process detailed in the framework documents.

13.5. Direct Award FW

Where a framework enables a direct award process to be applied then procuring officer must document the rationale for how MEAT has been applied in accordance with the framework evaluation criteria and this should be agreed with procurement before the award is made.

13.6. Direct Award without Competition

The process of selecting the supplier to whom the CPCA will direct award will need to provide evidence of some form of evaluation criteria (such as size, experience, references, previous experience by the CPCA or another known Local Authority) as the requirements and pricing that establish the contract will be part of a negotiation process post selection.

14. Tender Evaluation Process

The Treaty Principles are paramount during this stage of the process – failure to apply the specified criteria exactly or fairly is the greatest risk of process failure and Challenge.

The scoring allocation for each section of the criteria must be evaluated from an absolute perspective using a predefined scale and must not include comparison of one supplier against another such that, in theory, a supplier can calculate their own score before they submit their tender.

The recommended approach is set out in the CPCA standard Invitation to Tender (ITT) and should only be amended with agreement from procurement.

The Evaluation Process should address the following three main headings with recommended sub-headings as listed below

14.1. Price

- A Schedule of Rates or Basket Price
- A Lump sum fixed price
- A sufficiency Ratio

14.2. Quality

- Contract delivery processes and Mechanisms
- Resources and technical ability required to deliver the contract
- Timescales and critical path

- Risks & mitigations
- Quality Control
- Health & Safety including Safeguarding, environmental protection,

14.3. Social, economic and environmental requirements

- Putting the Mayor's values at the heart of public procurement, namely
 - Compassion
 - Co-operation
 - Community

as described in more detail in the [Combined Authority's Sustainable Growth Statement](#) . Real Living Wage to all self-employed, contractors and contractors' staff working for the Authority for more than two hours per week for eight consecutive weeks.

- Local jobs, staff training, apprenticeships and work experience etc.
- Volunteering to support local projects
- Net Zero carbon footprint policies and outcomes by all contractors, suppliers and in works contracts, promoting
- Other Environmental protection matters such as; protection of wildlife, product specification, whole life costing, recycling and waste minimisation etc.
- Local spend, local supply chain, local investment

Subject to all requirements in Chapter 16, paragraph 25 of the CPCA Constitution and in the spirit of recent drive of the UK government for environmental protection as an increasingly important criterion for public procurements, all CPCA procurements shall always include forthwith as of the date of this policy version (November 2021):

- a) a criterion regarding Net Zero compliance and this criterion shall receive the maximum weighting permitted by current legislation, to the reasonable assessment of the procurement and legal teams.

Additionally, and in line with the Authority's commitments for accreditation as a Living Wage Employer by the Living Wage Foundation, all CPCA procurements shall always include forthwith as of the date of this policy version (November 2021):

- b) a criterion regarding Real Living Wage compliance and this criterion shall receive the maximum weighting permitted by current legislation, to the reasonable assessment of the procurement and legal teams.

The content of this paragraph 14.3 will be reviewed and updated to increase the weighting received by Net Zero considerations, subject to and in accordance with new impending legislation on the back of the results of the consultation: [Green Paper: Transforming public procurement](#).

Definitions:

“Net Zero” above means a policy and all the practical measures taken by a potential bidder in a procurement by which this bidder ensures and achieves zero balance between the amount of greenhouse gas produced and the amount removed from the atmosphere in its operations.

“Real Living Wage” is the hourly rate payable by organisations to their employees and contractors as this is set by the Living Wage Foundation, which corresponds to the hourly rate working people need to afford a minimum ‘decent’ standard of living.

14.4. Other Considerations

- Business Continuity Plans
- ISO accreditations
- GDPR processes
- Policies and commitments

15. Post Tender Clarifications

Where, as part of the evaluation process, there are areas of uncertainty, these may be clarified by way of the Q&A process available through the portal.

Any Information received via the Q&A process can only be used to ensure an accurate understanding of the submission and that a fair score has being applied. No new or additional information can be considered or used to re-determine the scores.

Where the intended clarification process is to be managed by way of a meeting, the process for how the responses to questions are to be evaluated and contribute to the final score must be clearly defined within the tender documents and must represent a fair and transparent process. Where such information results in the scores being adjusted, this must be clearly documented on the tender score sheets and in the Tender Report.

Where the clarification relates to price, officers may seek an explanation regarding any anomalies or omissions, but the prices CANNOT be changed. If an item has not been priced individually it is assumed to be provided at no extra costs; if this principle would make the overall contract delivery unsustainable as per above, then the tender may need to be discounted. This can only

happen following a clarification process and MUST be reviewed by Procurement before such a decision is made.

Where an arithmetical error is identified, this can be corrected by the CPCA but the error must be confirmed by an independent party (ideally Internal Audit) and confirmed as acceptable by the Tenderer before any further consideration is given to the tender. If the corrected price is considered undeliverable by either the Tenderer or the CPCA then the submission may need to be discounted.

16. Abnormally Low Tenders

Where the evaluator identifies a concern as to the accuracy or deliverability of the submitted prices or a conflict between the pricing and the commitment in the method statements, or there is concern that they have been calculated to distort or manipulate the evaluation process, Officers are advised to liaise with Procurement to carry out a review (in accordance with the PCR2015) to ascertain if the submission is sustainable or if it should be dismissed from further evaluation. Any decision must be agreed by Procurement and the Project Sponsor and be appropriately documented.

17. Tender Report

Following any competitive procurement being completed and the Most Economical and Advantageous Tender identified, over the value of £25,000, the responsible officer must complete a Regulation 84 compliant Tender report [Tender Award Report Template.docx \(sharepoint.com\)](#) (as per CPCA template) which must be signed by the person with authority to agree the expenditure and sign the contract.

A copy of the completed Report (and any supporting documents) must be stored against the project on the Contract register as a private attachment and made available to Central Government upon request.

18. Tender Award & Standstill

Once approval to award has been received, ALL suppliers must be notified at the same time with their correspondence being issued to them through the e-tendering portal.

Standstill is a 10 calendar day waiting period between the notification of an intention to award and the actual award; it is there to enable disappointed or disgruntled suppliers to question or challenge



the decision before the contracts are practically awarded and once past, the process protects the CPCA from a claim of ineffectiveness

Although the requirements for Standstill is only mandatory on above FTS threshold advertised procurements, the CPCA policy is to apply a standstill period of 10 days in the following situations

- Above FTS threshold competitions
- Below FTS threshold procurements that have been advertised on Contracts Finder
- All contracts awarded from a framework using a mini competition over £25k where an award notice is published
- All Direct Awards without Competition where a VEAT notice is published.

The use of a standstill period will protect the CPCA from an awarded contract being made ineffective but cannot protect against damages.

19. Tender Feedback

ALL participants in a procurement process are entitled to receive feedback on their tender submission and their performance compared to the successful supplier.

Officers are required to record the justification for their scores as part of the evaluation process and it the collated and moderated comments that must be provided to the supplier as part of the notification correspondence

Officers are advised to agree this feedback with procurement before issuing to ensure it is both sufficient to comply with the PCR2015 and does not breach the requirement to protect commercially sensitive information or personal data which would be a breach of other Public Sector obligations.

20. Contract Documents

All contracts must be in writing, must be collated and signed in accordance with the constitution and must clearly specify the goods, works or services to be provided, including a programme of delivery, the specification and the tender response (including pricing and method statements), terms of payment, and any other terms and conditions agreed, together with exit procedures for when the contract either comes to its natural end or is terminated early, perhaps because the contractor has not fulfilled his contractual obligations, as a minimum and then an electronic copy stored on the contract register.

21. Contract Register

All contracts over £5,000 in value MUST be included on the e-tendering contract register. Where the procurement process has been managed through the e-tendering portal all of the required information can be migrated to the register as part of the procurement workflow within the system.

Where a contract has been awarded through either a waiver, quotes process or a direct award mechanism, these MUST be manually added and all the supporting documentation appended to ensure a full audit trail of the decision processes. The Waiver and Direct Award forms all include a section at the end of each form labelled 'Contract Register Information' which will need to be completed by the instructing officer and sent to the Procurement inbox, along with the signed contract.

This list of contracts held must be available to the public and the supporting documents must be available on request by Central Government or to facilitate a response to an FOI if received.

22. Other Governance Requirements

22.1. Freedom of Information

In addition to suppliers being entitled to be advised on the outcome and administration of a procurement process, other interested parties may also wish to have access to that information.

Officers should seek guidance from the Governance team and Procurement before disclosing any information to ensure confidential personal data and commercially sensitive financial constructs, trade secrets and intellectual property are suitably redacted before any documents are shared.

22.2. Conflicts of Interest

The Public Contract Regulations and overarching legislation is designed to prevent corrupt practices and any preferential treatment or discrimination of any UK or EU supplier. As such the following rules apply:

All members, officers, senior managers or organisations procuring on behalf of the CPCA must avoid any potential conflict between their own interests and the interests of the CPCA as detailed in the CPCA's Code of Conduct.

Where an interest (financial or personal) is identified this must be reported to the relevant Head of Service (as this is defined in the Constitution) and Procurement such that any identified risks can be



minimalized. Where such a conflict is identified that person may not participate in the procurement or evaluation process. Where this is not practical, mitigation steps must be agreed with Procurement and Audit.

22.3. Prevention of Bribery and Corruption

Officers, members and consultants working on behalf of the CPCA are not permitted to request or accept any form of gratuity from any suppliers.

Where evidence suggests inappropriate action or events have occurred, a contract may be terminated immediately, and any losses to the CPCA arising from the termination recovered from the supplier.

Any elected Member of the CPCA, member of staff or consultant who becomes aware or has reason to believe that a supplier or potential supplier has committed one of the improper acts must report that to the Monitoring Officer.

22.4. Prevention of Organised Crime & Modern Slavery (law)

Organised crime includes involvement in: illegal drugs, fire arms, fraud and financial crimes, money laundering, child sexual exploitations, organised immigration and human trafficking, cyber-crime and organised acquisitive crime.

Officers are required to complete a due diligence process, before awarding a contract, to ensure that the CPCA is not party to any such illegal or immoral behaviour. This must continue to be monitored throughout the life of the contract.

22.5. Late Tenders

Late tenders can only be accepted as follows

- There has only been one return
- It is less than 5 minutes late
- The other tenders have not been issued to the project officer
- The Project Manager has agreed their inclusion to facilitate competition (under £100,000)
- The relevant Director has agreed their inclusion to facilitate competition (over £100,000)

22.6. Letters of Intent

Letters of intent give the contractor the authority to proceed prior to the execution and dating of the contract. However, they should only be used where there is a genuine need and benefit to the CPCA such as to:

- facilitating the ordering of goods where there are long lead times
- enable design work to commence immediately where not doing so would have an adverse effect on the overall project deadlines and planning requirements
- Other project constraints that put the delivery at risk

All letters that fall under the points above must be agreed with legal and signed by the relevant Director.

Where a letter of intent is required for any other reason it must be agreed by the relevant Director prior to issue.

Where a letter of intent is issued it must include a maximum liability of £100,000 unless otherwise agreed by the Chief Executive.

22.7. Extensions or Variations to a Contract

A Contract should only be extended or varied in accordance with any such options included in the original procurement and contract.

Where no such provision exists; a contract can only be extended or varied as follows

- The additional requirement is still in scope of the original specification and does not equate to a new requirement which should have a new process
- The extension or variation does not present an unacceptable risk to the Authority; e.g. had the changes been known, others would have participated in the opportunity or a better price could have been achieved
- The additional requirement does not take it over the FTS threshold when it was procured using a below FTS process
- The additional value does not exceed more than 10% of the original advertised value, or more than 50% if certain requirements are satisfied (as per legal and procurement department's instructions).
- The length of the extension is only 'sufficient for a new procurement and market conditions'.

The application of any extension or variation

- must be in the council's best interest ;
- must demonstrate value for money;
- must be after a new Due Diligence Check has been completed.

The approval must be in consideration of the Authority's requirements above and be based on the total of both the original and all extension values.

22.8. Contract Management

- 22.9 The CPCA is committed to ensuring that in addition to procuring its contracts effectively and economically, that they will be efficiently managed to ensure the benefits promised are delivered. In addition, any documents appertaining to amendments or additions to the contract must be added to the contract register and any duration there listed amended accordingly.
- 22.10 All contracts must have a nominated officer to act as contract manager for the whole contract.
- 22.11 All contracts which exceed the EU threshold values, or which are high-risk, must be subject to regular, formal review with the contractor.
- 22.12 Officers must not terminate a contract prior to its expiry date without obtaining legal advice. Early termination requires the approval of the Chief Finance Officer.
- 22.13 If payments to a contractor are to be withheld or if there is a problem with a contract which may result in early termination, then legal advice must be sought.
- 22.14 Value for money reviews must take place as a minimum on an annual basis and before any contract extension.

23. Urgent decisions outside the budget or policy framework

- 23.1 Officers discharging executive functions may need to take a decision which is contrary to the Council's policy framework or contrary to or not in accordance with the budget approved by the CA Board if the decision is a matter of urgency. This may include a situation where services are stopped abruptly and if not re-procured as soon as possible, will cause disruption to services to residents and/or functions of the CA. However, such a decision may only be taken: -
- 23.2 If it is not practical to convene a quorate meeting of the CA Board urgently; and
- 23.3 If the Chair of overview and scrutiny committee agrees that the decision is a matter of urgency.
- 23.4 If the Mayor and/or the relevant lead members agrees that it is urgent.
- 23.5 If the approval of the Chief Executive officer, Chief Finance Officer and Monitoring Officer is obtained.
- 23.6 If the reasons why it is not practical to convene a quorate meeting of the CA Board and the consent of the Chair of Overview and Scrutiny and Mayor's consent to the decision being taken as a matter of urgency must be noted on the record of the decision.
- 23.7 In the absence of the Chair of the Overview and scrutiny committee, the consent of the Vice-Chair of the overview and scrutiny committee will be obtained.
- 23.8 In the absence of the Mayor, the consent of the Deputy Mayor will be obtained.
- 23.9 In the absence of both the Chair and Vice Chair of the Overview and Scrutiny committee, the consent of the Mayor or Deputy Mayor will be sufficient.
- 23.10 Following the decision, the decision taker will provide a full report to the next available CA Board explaining the decision, the reasons for it and why the decision was treated as a matter of urgency.
- 23.11 The decision maker will have regard to the decision-making principles and the CA's Financial management Procedure rules in the constitution.

- 23.12 Steps taken by the Executive, a committee of the Executive, an individual member of the Executive or officers discharging executive functions to implement the CA's policy will not exceed budgets allocated and grants available.

24. Responsibilities

- 24.1 Responsibility of Directors - Directors have a duty to ensure that officers dealing with contracts have written authority to do so and comply with all appropriate rules.
- 24.2 Responsibilities of Officers- Officers dealing with contracts must have written authority to do so. Officers must ensure that procurement projects have policy approval and budgetary provision, and the sources of funding must be agreed and stated.

Annex 10: Data Protection Policy

<https://cambridgeshirepeterborough-ca.gov.uk/wp-content/uploads/documents/governance/transparency/codes-ofconduct-and-policies/Data-Protection-Policy.pdf>



Annex 11: Complaints Procedure

Annex 12: Protocol on Appointments to the Office of the Mayor

1. General

1.1. There are three posts within the Mayoral Office which are appointed on a different basis to other Combined Authority posts. In particular:

- (a) The contracts of employment for these posts automatically end on the expiry of the Mayor's term of office;
- (b) The individuals are accountable for their performance of their duties to the Mayor;
- (c) The individuals are subject to additional requirements as to their conduct, as set out below, which do not apply to other Combined Authority officers.

2. The Legal Basis of Mayoral Appointments

2.1. Political assistants are an established part of the local government landscape and are provided for in legislation including:

- Section 9 of the Local Government and Housing Act 1989;
- The Local Authorities (Elected Mayor and Mayor's Assistant) (England) Regulations 2002; and
- The West of England Combined Authority Order 2017

2.2. There is no specific statutory authority for the appointment of political assistants in the Combined Authority. These posts within the Mayoral Office are appointed by the Mayor using the general power of competence conferred

on him by Article 12 of the Cambridgeshire and Peterborough Combined Authority Order 2017.

- 2.3. The posts are subject to political restriction on the basis that the duties of the postholders consist in or involve giving advice on a regular basis to the Mayor themselves. The statutory provision at section 2(3) of the Local Government and Housing Act 1989 refers to giving advice to the “authority” and does not refer to advising a Mayor, but in the context of a Mayoral Combined Authority the reference to the “authority” can be taken to include the Mayor.
- 2.4. These posts are subject to additional restrictions as to the conduct of the postholders over and above those which apply to officers of the Combined Authority whose posts are politically restricted. The purpose of these additional restrictions is to ensure that any potential conflict between the postholders being paid from public funds and having access to public resources and with their participation in party politics is managed.
- 2.5. Provided appropriate safeguards are in place the appointment of these officers is a legitimate and lawful use of the general power. These officers perform a valuable role in allowing the Mayor to obtain political advice without compromising the impartiality of other officers.

3. Duties

3.1. These postholders’ duties include the following:

- (a) Reviewing papers going to the Mayor, drawing attention to any aspect which they think has particular implications for the Mayoralty;
- (b) Ensuring that sensitive political points are handled properly;
- (c) Giving policy guidance on behalf of the Mayor on any aspect of the Combined Authority’s business relating to their job description and give advice to the Mayor accordingly;
- (d) Asking questions of relevant officers, probing, checking facts and

research findings;

- (e) Preparing policy papers which can generate long-term policy thinking within the Combined Authority;
- (f) Contributing to policy planning within the Combined Authority, including ideas which extend the existing range of options available to the Mayor with a political viewpoint in mind;
- (g) Helping to brief Members of the Board, MPs and external officials on issues of Mayoral policy; liaising with outside interest groups; representing the Mayor at meetings and elsewhere;
- (h) Speechwriting and related research, including adding a greater degree of political content to material prepared by other Combined Authority officers;
- (i) Representing the views of the Mayor to the media, only where they have been authorised by the Mayor to do so (NB for the sake of clarity this means that these officers may not speak on behalf of the authority or the Mayor to journalists or broadcasters, except in exceptional circumstances);
- (j) Managing other mayoral appointees and Combined Authority staff appointed by the Chief Executive who provide administrative or clerical support to the Mayoral Office but the dismissal of staff, determining grievances raised by them or altering their terms and conditions of employment are the responsibility of the Chief Executive.
- (k) Attending interview panels for senior Combined Authority staff, as observers, but decisions to appoint rest with the Chief Executive or the Director for that employee. Such attendance to be with the consent of the Chair of the Employment Committee.

4. Additional Requirements as to Conduct

- 4.1. These postholders are subject to all codes, protocols, guidance and agreements which apply to the conduct of officers of the Combined Authority



and the restrictions which apply to politically restricted posts. In addition, they are subject to the following requirements:

- (a) Officers appointed directly by the Mayor should conduct themselves with integrity and honesty. They should not deceive or knowingly mislead the Mayor, the Board, other officers or the public. They should not misuse their official position or information acquired in the course of their official duties to further their private interests or the private interests of others. They should not receive benefits of any kind which others might reasonably see as compromising their personal judgement or integrity. They should not without authority disclose official information which has been communicated in confidence or received in confidence from others.
- (b) All officers appointed directly by the Mayor should not use Combined Authority resources for party political activity. They are employed to serve the objectives of the Authority; it is this which justifies their being paid from public funds and being able to use public resources and explains why their participation in party politics is carefully limited. They should act in a way which upholds the political impartiality of public servants. They should avoid anything which might reasonably lead to the criticism that people paid from public funds are being used for party political purposes.
- (c) In order to provide effective assistance to the Mayor, officers appointed directly by the Mayor should work closely with the senior managers in the Authority and establish relationships of confidence and trust, and should develop effective professional relationships with Members of the Combined Authority Board.
- (d) Any individual terms and conditions agreed as part of the interview process cannot amend or preclude these terms and conditions but additional terms and conditions may be agreed between the Mayor and the prospective employee, subject to consultation and agreement with the Chief Executive.
- (e) Following receipt of any item or hospitality of a value of £25 or more, all Mayoral appointees should, within 28 days, update the register of gifts and hospitality accordingly. The register will be placed on the CPCA website. The

Audit & Governance Committee is responsible for monitoring and reviewing the register through the Annual Governance Statement.

- (f) In advising the Mayor on issues in relation to a particular functional body, Mayoral appointees should be mindful of potential conflicts of interest and the need to register and declare any and all relevant interests.

5. Process for Mayoral appointments

5.1. The following sets out the process which will be applied to the appointment of officers within the Mayoral team:

- (a) Appointments must be made on merit. Recruitment to these posts must be by way of public advertisement and interview.
- (b) The process for selection of suitable candidates must be clear and test that an individual's knowledge, skills, experience and attributes meet the requirements of the role. In order to do this, a job description and person specification will be prepared for each role. An interview process to assess candidates' suitability for the role is required and each candidate must be assessed against the job description and person specification.
- (c) The Mayor should be satisfied that the individual is competent to perform the required role, based on the contents of the job description and on an assessment of candidates' skills and experience.
- (d) All job descriptions will be evaluated to independently assess the salary level for the role.
- (e) Guidance will be given to candidates during the recruitment and appointment process, and to appointees following their appointment, explaining the implications of these political restrictions.
- (f) Offers of employment will be subject to the standard employment checks.

- (g) The Mayor must report the appointments to the Board at the next scheduled meeting (this has historically been done through a Mayoral announcement at the beginning of the meeting).
- (h) In all other regards, appointees will have the same basic terms and conditions of employment as CPCA staff appointed by the Head of Paid Service.
- (i) In the event that any grievance or disciplinary issue arises in respect of Mayoral appointees this will be considered and, as necessary, investigated through arrangements decided by the Chief Executive, who is responsible for taking any further action as he / she deems necessary.

Annex 13: Standard Committee Hearings Protocol



STANDARDS COMMITTEE HEARINGS PROTOCOL

1. This Hearing Procedure sets out how the Combined Authority("CA") deals with Sub-Committee hearings.
2. There is specific terminology used in relation to this CA function and therefore **Appendix A** gives definitions of the main terminology used in the procedure.



3. Both the member who is the subject of a complaint, and the person making the complaint will have been informed if it has been decided that the complaint should be investigated.
4. Once the Investigating Officer has carried out their investigation, the subject of the complaint and the complainant will receive a copy of the draft report and will have the opportunity to make comments. The Investigating Officer will update their report accordingly and issue the final report. The Investigator's Report may find that:
 - There has been a breach of the Code of Conduct.
 - There has been no breach of the Code of Conduct.
5. The Monitoring Officer will receive the Investigating Officer's draft report along with the subject of the complaint and the complainant to ensure that all issues have been investigated as the duty to maintain standards rests with the Monitoring officer.
6. The Monitoring Officer will, in consultation with the independent person, review the investigating officer's report. If the investigating officer concludes that there is evidence of a failure to comply with the Code of Conduct, the Monitoring Officer in consultation with the Independent Person will either:
 - (a) seek a local resolution; or
 - (b) send the matter for local hearing before the Hearings Panel
7. The Monitoring Officer will also seek the view of the Independent Personal before making a decision.
8. If the Monitoring Officer decides that the matter should go to a hearing, then the pre-hearing process is started.

Pre-Hearing Process



9. This process is designed to ensure that matters at the hearing are dealt with fairly and efficiently. A letter will be sent to the subject of the complaint, proposing an initial date for the hearing.
10. The Subject Member is asked to indicate any needs they may have on the day of the hearing, whether they would wish to have the matter heard in private and how many witnesses they would like to call.
11. The pre-hearing process is also used to identify disagreements in the evidence presented in the Investigating Officers report, any other evidence the Subject Member wishes the Sub-Committee to take into account and any factors that the Subject Member believes should be taken into account as mitigation, if they are found to have breached the Code.
12. A meeting may then be convened with the Chair of the Sub-Committee. At this stage, information from both the Subject Member and the Investigating Officer are considered. The Chair will make decision as to the witnesses to be called, the administrative arrangements to be made and the date of the final hearing.
13. All of the information submitted during this process assists the formulation of the agenda for the hearing. This agenda and the covering letter are then sent to the Subject Member, the complainant and the witnesses.
14. At this stage the hearing agenda is confidential. The Sub-Committee will then make a decision on the day of the hearing as to whether the hearing should be carried out in public or in private. If the hearing is carried out in public, the papers will be made openly available at this stage.

Standards Committee Hearings

15. The purpose of the Standards Sub-Committee is to allow the Sub-Committee to consider the evidence supplied by both the Subject Member and the Investigating Officer and make a decision as to:
 - The findings of fact.
 - Whether the Subject Member has breached the Code of Conduct; and
 - Any sanction if it is found that the Subject Member has breached the Code of Conduct.



16. To hear the matter, a Sub-Committee is formed. The Sub-Committee will comprise of three members.

17. Agenda

i. Preliminary Items - Opening the Meeting of the Sub-Committee

There are a number of preliminary items which will be considered when the meeting is opened. Some of these items are standard items which are found on Sub-Committee agendas and some are unique to the hearing process.

ii. Apologies and Disclosures of Interest

At the beginning of the meeting the Chair of the Sub-Committee will ask for any apologies and will ask members of the Sub-Committee to disclose the existence and nature of any personal or prejudicial interests which they have in the case, and to withdraw from consideration of the case if so required.

iii. Quorum

The Chair will then check that the meeting is quorate to ensure that the correct members are sitting on the Sub-Committee before the hearing is commenced.

iv. Introductions

- At the start of the hearing, the Chair will introduce each of the members of the Sub-Committee, the Member, the Independent Person, the Investigator, the Legal Advisor, the Committee Support Officer and any other officers present.
- The Investigating Officer or the Subject Member may choose to be represented by a solicitor or barrister during the hearing, or with the permission of the Sub-Committee, another person. It must be noted that the Member must bear the cost of such representation.

v. The Role of the Legal Advisor

The Chair will then explain the role of the Legal Advisor. The Sub-Committee may take legal advice from its Legal Advisor at any time during the hearing or while they are considering the matters put before them in private. The substance of any legal advice given to the Sub-Committee at any stage in the proceedings will be shared with the parties present.

vi. Outline of the Hearing Procedure

- The Chair will confirm that all present know the procedure which the Sub-Committee will follow in determining the case. The Chair will remind the Sub-Committee that although this is a formal meeting, it is not judicial and evidence is not given under oath. The standard of proof to be met is on the 'balance of probabilities', as in civil proceedings and not 'beyond all reasonable doubt', as in criminal proceedings. The Chair will then ask the hearing if there are any questions, before continuing.
- At this stage the Sub-Committee will resolve any issues or disagreements about how the hearing should continue, which have not been resolved during the pre-hearing process.
- The Chair will consider whether or not there are opportunities for conciliation that would be beneficial to the process. The Chair may agree to vary this procedure in any particular instance where he/she is of the opinion that such a variation is necessary in the interests of fairness.
- If the Subject Member is not present at the start of the hearing and has not indicated his/her wish to proceed regardless:
 - (a) The Chair will ask the Legal advisor whether the Member has indicated his/her intention not to attend the hearing.
 - (b) The Sub-Committee will then consider any reasons which the Subject Member has provided for not attending the hearing and will decide whether it is satisfied that there is sufficient reason for a failure to attend.
 - (c) If the Sub-Committee is satisfied with the reasons it will adjourn the hearing to another date.
 - (d) If the Sub-Committee is not satisfied with the reasons, or if the Subject Member has not given any reasons, the Sub-Committee will decide whether to

consider the case and make a determination in the absence of the Subject Member or adjourn the hearing to another date.

vii. Exclusion of the Press and Public

The Chair will ask the Member, the Investigator and the Legal advisor to the Sub-Committee whether they wish to ask the Sub-Committee to exclude the press or public from all or any part of the hearing. If any of them do so request, the Chair will ask them to put forward reasons for so doing and ask for responses from the others and the Sub-Committee will then determine whether to exclude the press and public from all or any part of the hearing. Further details are set out at **Appendix B**.

vii. Presentation of the Monitoring Officer's Report

At the end of the preliminary matters, the Monitoring Officer (usually also acting as the Legal Advisor to the hearing) will present their report. This report will summarise the pre-hearing process which has taken place, and outline whether or not the Subject Member has disagreed with any of the findings of fact in the Investigating Officer's report.

- (a) If the Member admits that he/she has failed to comply with the Code of Conduct in the manner described in the Investigator's report, the Sub-Committee may then make a determination that the Member has failed to comply with the Code of Conduct in the manner described in the Investigator's report and proceed directly to consider whether any action should be taken.
- (b) If the Member identifies additional points of difference, the Chair will ask the Member to explain why he/she did not identify these points as part of the pre-hearing process. He/she will then ask the Investigator (if present) whether he/she is in a position to deal with those additional points of difference directly or through any witnesses who are in attendance or whose attendance at the hearing can conveniently be arranged. Where the Sub-Committee is not satisfied with the Member's reasons for failing to identify each additional point of difference as part of the pre-hearing

process, it may decide that it will continue the hearing but without allowing the Member to challenge the veracity of those findings of fact which are set out in the Investigator's report but which the Member did not identify as a point of difference as part of the pre-hearing process, or it may decide to adjourn the hearing to allow the Investigator and/or any additional witnesses to attend the hearing.

The Monitoring Officer will then ask the Sub-Committee to endorse the pre-hearing directions.

CONDUCTING THE HEARING

18. Findings of Fact - Are there Disputes?

Introduction

This section is concerned with agreeing the findings of fact. Any facts which are disputed by the Subject Member must normally have been stated during the pre-hearing process.

- (i) If the Subject Member disagrees with any relevant fact in the Investigator's report, without having given prior notice of the disagreement, they must give good reasons for not mentioning it before the hearing. If the investigator is not present, the Sub-Committee will consider whether it would be in the public interest to continue in their absence. After considering the member's explanation for not raising the issue at an earlier stage, the Sub-Committee may then:
 - (a) Disagree with the Subject Members explanation, accept the facts as they are presented in the Investigating Officer's report and continue with step three of the hearing.
 - (b) allow the Subject Member to make representations about the issue, and invite the investigator to respond and call any witnesses, as necessary.
 - (c) postpone the hearing to arrange for appropriate witnesses to be present, or for the Investigator to be present if they are not already.
- (ii) If there is no disagreement about the facts, the Sub-Committee can move on to the next stage of the hearing;

- (iii) On the facts, has the Code been breached?
- (iv) **Investigator's Representations (and witnesses, if appropriate)**
 - (a) If there is a disagreement on the findings of fact the Investigator, if present, should be invited to make any necessary representations to support the relevant findings of fact in the report. With the Sub-Committee's permission, the Investigator may call any necessary supporting witnesses to give evidence.
 - (b) The Sub-Committee may give the Subject Member an opportunity to challenge any evidence put forward by any witness called by the Investigator. If the Subject Member disagrees with most of the facts, it may be sensible for the Investigator to start by making representations on all the relevant facts, instead of discussing each fact individually.
- (v) **Subject Member's Representations (and witnesses if appropriate)**
 - The Subject Member should then have the opportunity to make representations to support their version of the facts and, with the Sub-Committee's permission, to call any necessary witnesses to give evidence.
- (vi) Both the Subject Member and Investigating Officer will then have an opportunity to 'sum-up' the main points of the argument.
- (vii) At any time, the Sub-Committee may question any of the people involved or any witnesses. The Investigator may be given an opportunity to challenge any evidence put forward by witnesses called by the Subject Member.

19 Decision

- (i) The Sub-Committee will usually move to another room or ask all the attendees apart from the Legal Adviser to vacate the room to consider the representations and evidence in private. On their return, the Chair will announce the Hearing Sub-Committee's findings of fact.
- (ii) The Sub-Committee will take its decision on the balance of probability based on the evidence which it has received at the hearing.
- (iii) The Sub-Committee's function is to make a determination on the findings of fact. It will do this by way of majority voting. It may, at any time, return to the main hearing room in order to seek additional evidence from the Investigator, the Member or a

witness, or to seek the legal advice from or on behalf of the Legal Advisor. If it requires any further information, it may adjourn and instruct an officer or request the Member to produce such further evidence to the Sub-Committee.

20. On the Facts, has the Code been Breached?

Introduction

- (i) The Sub-Committee then needs to consider whether, based on the facts it has found, the Subject Member has failed to follow the Code. The Sub-Committee may, at any time, question anyone involved on any point they raise in their representations.
- (ii) **Investigator's Representations (and witnesses, if appropriate)**
 - (a) The Sub-Committee should then consider any representations on whether the Code has been breached from the Investigator.
 - (b) The Investigating Officer may also, at this point, call witnesses if permission is granted by the Sub-Committee.
 - (c) The Subject Member may be given an opportunity to challenge any evidence put forward by any witness called by the Investigator.
- (iii) **Subject Member's Representations (and witnesses, if appropriate)**
 - (a) The Subject Member will be invited by the Chair to give relevant reasons why the Sub-Committee should decide that they have not failed to follow the Code.
 - (b) The Subject Member may, at this point also call witnesses if permission is granted by the Sub-Committee. The Investigator may be given an opportunity to challenge any evidence put forward by witnesses called by the Subject Member
 - (c) Both the Subject Member and the Investigating Officer will then have an opportunity to 'sum up' the main points of the argument.
- (iv) **Sub-Committee's Decision**
 - (a) At the conclusion of the Member's response, the Chair will ensure that each member of the Sub-Committee is satisfied that he/she has sufficient information to enable

him/her to determine whether there has been a failure to comply with the Code of Conduct as set out in the Investigator's report.

- (b) The Sub-Committee will then move to another room to consider the representations. On their return, the Chair will announce the Sub-Committee's decision as to whether the Subject Member has failed to follow the Code.
- (c) The Sub-Committee will take its decision on the balance of probability based on the evidence which it has received at the hearing.
- (d) The Sub-Committee's function is to make a determination on whether the Member has breached the Code of Conduct. It will do this by way of majority voting. It may, at any time, return to the main hearing room in order to seek additional evidence from the Investigator, the Member or a witness, or to seek the legal advice from or on behalf of the Legal Advisor. If it requires any further information, it may adjourn and instruct an officer or request the Member to produce such further evidence to the Sub-Committee.
- (e) If the Sub-Committee decides that the Code has not been breached, it will inform the Subject Member and the Sub-Committee will dismiss the complaint.

21. Sanctions

(i) Introduction

- (a) If the Sub-Committee decide that there has been a breach of the Code of Conduct by the Member concerned, they will then go on to consider sanctions. The sanctions available to the Sub-Committee can be found at **Appendix C**.
- (b) Factors to be taken into account when considering what sanction may be applicable are set out at **Appendix D**.
- (c) Mitigating factors are set out at **Appendix E**.

(ii) Investigator's Representations

- (a) The Sub-Committee will consider any verbal or written representations from the Investigating Officer as to:
 - whether the Hearing Sub-Committee should apply a sanction; or
 - what form any sanction should take.

(iii) Subject Member's Representations (and character witnesses, if appropriate)

- (a) The Subject Member may introduce agreed character witnesses to make a statement in support of the Subject Member.
- (b) The Sub-Committee will consider any verbal or written representations from the Subject Member as to:
 - whether the Sub-Committee should apply a sanction; or
 - what form any sanction should take
- (c) Both the Subject Member and the Investigating Officer will then have an opportunity to 'sum up' the main points of the argument.

iv. Sub-Committee's Decision

- (a) The Sub-Committee may question the Investigator and Subject Member, and take legal advice, to make sure they have the information they need in order to make an informed decision.
- (b) The Sub-Committee will then deliberate in private to consider whether to impose a sanction on the Subject Member and, if so, what sanction it should be.
- (c) On their return, the chair will announce the Sub-Committee's decision as to the sanction that the Sub-Committee will recommend.

22. Recommendations to the Authority

- (i) Regardless of whether or not the Sub-Committee find that Subject Member has breached the Code of Conduct, the Sub-Committee may make recommendations to the authority, with a view to promoting high standards of conduct among Members.

23. Close of the Meeting

- (a) The Chair will thank all those present who have contributed to the conduct of the hearing and formally close the hearing.
- (b) A short written decision will be agreed by the Sub-Committee and made available on the day of the Sub-Committee.



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- 24.** The Monitoring Officer will prepare a formal decision notice in consultation with the Chairperson of the Hearings Panel and send a copy to the person making the complaint, to the member, and make the decision notice available for public inspection. If appropriate the Monitoring Officer will report the outcome of the hearing to the next Combined Authority meeting.
- 25.** There is no right of appeal for a complainant or for the member against a decision of the Monitoring Officer or of the Hearings Panel. If a complainant feels that the authority has failed to deal with their complaint properly, they may make a complaint to the Local Government Ombudsman.



APPENDIX A

Terminology

- (a) 'Subject Member' means the member of the authority who is the subject of the allegation being considered by the Sub-Committee, unless stated otherwise. It also includes the Member's nominated representative.
- (b) 'Investigating Officer' means the person appointed by the Monitoring Officer to undertake that investigation (which may include the Monitoring Officer and his or her nominated representative).
- (c) "The Case" is the subject case of the Investigator's report.
- (d) "The Sub-Committee Support Officer" means an officer of the authority responsible for supporting the Sub-Committee's discharge of its functions and recording the decisions of the Sub-Committee.
- (e) "The Chair" refers to the person presiding at the hearing.
- (f) "The Sub-Committee" means a Sub-Committee of the Combined Authority's Audit and Governance Committee appointed to hear the matter.
- (g) 'Legal Advisor' means the officer responsible for providing legal advice to the Sub-Committee. This may be the Monitoring Officer, another legally qualified officer of the authority, or someone appointed for this purpose from outside the authority.



APPENDIX B

Access to Standards Committee Hearings and Exempt Information

1. At the hearing, the Sub-Committee will consider whether or not the public should be excluded from any part of the hearing.
2. The Sub-Committee has the discretion to exclude the public if it considers that 'exempt information' is likely to be revealed during the hearing. The committee should take into account Article 6 of the *European Convention on Human Rights*. The Sub-Committee also has a duty to act fairly and within the rules of natural justice. There is a clear public interest in promoting public confidence in the integrity and honesty of public authorities. Therefore, the hearing should be held in public unless the Sub-Committee decides that protecting the privacy of anyone involved is more important than the need for a public hearing.



APPENDIX C

Sanctions Available to the Sub-Committee

The sanctions which are available are any, or any combination, of the following:

- (a) publish its findings in respect of the member's conduct;
- (b) report its findings to Combined Authority for information;
- (c) recommend to the Constituent Council or to the Combined Authority that they be removed from any or all Committees or Sub-Committees of the Combined Authority;
- (d) recommend to the Mayor that the member be removed from particular lead member responsibilities;
- (e) recommend to the Combined Authority to remove the member from any or all outside appointments to which they have been appointed or nominated by the authority;
- (f) recommend to Combined Authority that it restricts the member from contacting specified Combined Authority's officers.



APPENDIX D

Factors to be taken into Account

In considering the sanction the Sub-Committee may take into account the following factors, along with any relevant circumstances:

- (a) What was the Subject Member's intention?
- (b) Did the Subject Member know that they were failing to follow the Code of Conduct?
- (c) Did the Subject Member get advice from officers before the incident?
Was that advice acted on or ignored in good faith?
- (d) Has there been a breach of trust?
- (e) Has there been financial impropriety, for example improper expense claims or procedural irregularities?
- (f) What was the result of failing to follow the Code of Conduct?
- (g) What were the potential results of the failure to follow the Code of Conduct?
- (h) How serious was the incident?
- (i) Does the Subject Member accept they were at fault?



- (j) Did the Subject Member apologise to the relevant people?
- (k) Has the Subject Member previously been warned or reprimanded for similar misconduct?
- (l) Has the Subject Member failed to follow the Code of Conduct before?
- (m) How will the sanction be carried out? For example, who will provide the training or mediation?
- (n) Are there any resources or funding implications?

APPENDIX E

Mitigating and Aggravating Factors

Aggravating Factors

- (a) Dishonesty.
- (b) Continuing to deny the facts despite clear contrary evidence.
- (c) Seeking unfairly to blame other people.
- (d) Failing to heed appropriate advice or warnings or previous findings of a failure to follow the provisions of the Code.
- (e) Persisting with a pattern of behaviour which involves repeatedly failing to abide by the provisions of the Code.
- (f) Failing to heed appropriate advice or warnings of Officers of the Combined Authority.

Mitigating Factors



-
- (a) An honestly held, although mistaken, view that the action concerned did not constitute a failure to follow the provisions of the Code of Conduct, particularly where such a view has been formed after taking appropriate advice.
 - (b) A Member's previous record of good service.
 - (c) Substantiated evidence that the member's actions have been affected by ill-health.
 - (d) Recognition that there has been a failure to follow the Code; co-operation in rectifying the effects of that failure; an apology to affected persons where that is appropriate, self-reporting of the breach by the Member.
 - (e) Compliance with the Code since the events giving rise to the determination.
 - (f) Some actions, which may have involved a breach of the Code, may nevertheless have had some beneficial effect for the public.



APPENDICES TO THE CONSTITUTION	TO BE PRESENTED BETWEEN JANUARY – APRIL 2023



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Agenda Item No: 5.1

Climate Action Plan Annual Report

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	22 March 2023
Public report:	Yes
Lead Member:	Councillor Bridget Smith, Lead Member for the Environment and Climate Change
From:	Steve Cox, Interim Director, Place and Connectivity
Key decision:	Yes
Forward Plan ref:	KD2022/081
Recommendations:	<p>The Board is recommended to:</p> <ul style="list-style-type: none">a) Note progress on the Climate Action Plan 2022-2025.b) Support the changes to the Climate Action Plan set out in Appendix 1.c) Support the alignment of reporting data on carbon and greenhouse gas emissions.
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

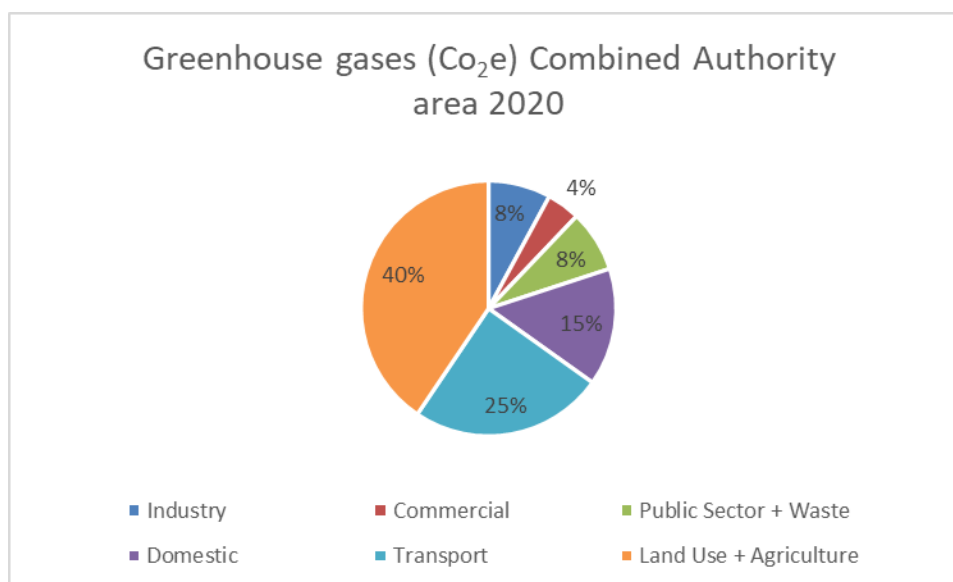
- 1.1. To receive an annual progress report on the Climate Action Plan 2022-2025 and to approve updated actions.

2. Background

- 2.1. The Climate Action Plan 2022-2025 sets out cross-sector actions in response to the Independent Commission (IC) recommendations to tackle emissions of greenhouse gases and to adapt to the impacts of climate change. The 58 IC recommendations covered a wide range of actions over a multiple of organisations, individual organisations, businesses and residents.
- 2.2. To address these recommendations, the Combined Authority Board established the Climate Partnership chaired by the Mayor and comprising a working group of senior representatives of the councils and from public, private and third sectors; and approved the Climate Action Plan. This identified 40 priority collaborative Actions to support strategic priorities. Those actions were developed with the following principles:
 - establishing crucial building blocks to support the range of recommendations
 - the action is bigger than any one organisation can deliver
 - action directly cuts carbon
 - delivers adaptation benefits or nature improvement with 'no regret' investment
 - make best use of resources
- 2.3. Eleven workstreams have taken forward the Actions. Each involves council officers and stakeholder representatives. These have been steered by an officer group of senior managers from across the constituent councils, and by the Climate Partnership.
- 2.4. The Climate Action Plan recognises that actions in it are contributing to reducing greenhouse gases and adapting to climate impacts, but this is only one part of many activities and decisions required by individuals, businesses and organisations as the climate response.
- 2.5. The majority of the IC recommendations are reflected in the Climate Action Plan (alongside action by individual organisations). The key exceptions are collective net zero standards for new buildings; waste targets; and long-term vision for lowland peat/ the Fens. Each of these three areas are subject to significant revisions to government policy (revisions to national planning policy; national waste strategy; Lowland Peat Taskforce) so will be addressed as that policy emerges.
Greenhouse gases emissions 2020
- 2.6. The latest available national statistics (for 2020) estimate that territorial greenhouse gases emissions for the Combined Authority area totalled 8039 ktCO₂e (CO₂e gives greenhouse gases as a carbon equivalent). This was a reduction of 6.4% on the

previous year, and double the reduction achieved in 2019. The figures for England show a reduction of 10.5%. 2020 was influenced by the pandemic response, with Cambridgeshire and Peterborough emissions from industry, commercial and transport down by 12-13%. In contrast local land use and domestic energy emissions showed little to no change in 2020.

The graphic shows the % split between sectors:



- 2.7 Land use and agriculture account for the largest emissions; this increased slightly in 2020 due to the reduction in other sectors. Most of these emissions are attributed to cropland, with a small 'offset' for forestry and natural grasslands. Cropland emissions have remained largely static since 2005 as emissions are calculated on land area, which has only marginally changed in that period. This underlines the importance of the Combined Authority's support for better data on actual emissions from different crops and soils. The use of land for crops, and hence emissions, is a result of landowner and tenant decisions, interaction with government agricultural policy/subsidies, market conditions and demand for alternative uses. If emissions from cropland remain static then the area needs to deliver significant offset / carbon capture to meet the Net Zero target.
- 2.8 Transport is the second largest sector with a quarter of emissions. This includes emissions from traffic crossing through the area – the new CPCA transport model will allow greater analysis of these in the future. The Local Transport and Connectivity Plan is exploring the options for the transport Net Zero pathway.
- 2.9 Domestic energy emissions also remained static in 2020. Although domestic energy as a sector has seen reductions since 2005, emissions from domestic gas have remained static. There are actions in the Climate Action Plan that will start to be reflected in later years monitoring, including public grant support for retrofit and skills capacity development, although major impact on that sector relies on stimulating private investment decisions, standards for new build, and how energy is taxed.
- 2.10 Public sector and waste management emissions comprised 8% of the total in 2020. Public bodies, including constituent councils of the Combined Authority, are taking

their own actions to mitigate emissions under their control through decarbonisation schemes and specific action plans. The Climate Action Plan 2022-2025 recognises that and focuses on additional collaborative action that can be delivered at a Cambridgeshire and Peterborough level. Enabling some of the collection fleet to switch to electric through the Waterbeach Depot solar project is one investment being made.

Mission Zero: Net Zero Independent Review

- 2.11 Last year, the government commissioned an independent review into its approach to net zero delivery, to maximise the economic opportunities of the net zero transition. Chris Skidmore MP was the review Chair. The Review was published in January 2023. It concluded that: *“The Review’s findings are unequivocal: we must grab this opportunity, there is no future economy but a green economy.”* Whilst the review had a clear focus on ways to achieve growth and reduce the costs of net zero, it also highlighted adaptation: *“is impossible to consider this in isolation from the physical risks that climate change presents. In a high emission future, the level of global disruption will be so severe that ‘normal’ economic activity will become very challenging.”*
- 2.12 Seven key conclusions are highlighted below:
1. Net zero is creating a new era of change and opportunity
 2. The UK must act decisively to seize the economic opportunities and smooth the transition
 3. The benefits of investing in net zero today outweigh the costs
 4. Unlocking the ambition of places and communities will deliver the most successful version of net zero
 5. Net zero can materially improve people’s lives – now and in 2050 – but work is needed to secure the benefits and minimise costs
 6. Net zero by 2050 remains the right target for the UK: it is backed by the science, widely followed, and is creating real opportunity
 7. Significant additional government action is required to ensure that the UK achieves net zero in the best way possible for the economy and the public
- 2.13 The Review set out recommendations under six pillars. Pillar four addressed Net Zero and the community, with recommendations relevant to work of Combined Authorities:

PILLAR 4- Net Zero and the Community

- Develop a high-level framework between central and local government to provide clarity, certainty, and accountability for local areas.

- Government should ensure that every devolution deal includes a strong net zero element
- For the next Spending Review, BEIS, DLUHC and HMT work closely to deliver local net zero funding reform to help longer-term, simpler funding landscape for LAs
- Consideration of a statutory duty for local authorities to take account of UKs net zero targets
- reforming the planning system at local and national level to place net zero at its heart
- Turbo charge community energy by committing to the Local Electricity Bill and publish a Community Energy Strategy to address key barriers.

2.13 The Review provided 129 recommendations for action.

Emissions reporting

- 2.14 Organisations have different approaches to reporting on their own emissions and targets (covering different Scopes of emissions for example). It would strengthen local action and evaluation if there was greater readability across the reports. To improve understanding of the data and progress on Net Zero pathway, it is proposed to include an additional Action in the Climate Action Plan to convene those responsible for monitoring and analysing emissions data across the area to share best practice and to support the alignment of reporting data on carbon and greenhouse gas emissions to provide consistency of approach.

Progress

- 2.15 The accompanying detailed report on the progress on the Climate Action Plan in Appendix 2 was pulled together by meeting with workstream leads, project leads and information from within the CPCA. A lot of progress made to date but still key challenges, including:
- Resource and funding to progress projects/programme, including government competitive funding.
 - Skills, volatile markets conditions and supply chains
 - Government Policy – current policy impacts pace of change / new policy impact scope of our projects/programme
 - Affordability of action to embed change
 - Quantifying benefits
- 2.16 The Climate Action Plan addresses the actions over a three-year period and is a starting point to address what is required to tackle climate change. The next phase of

delivery will need to identify how to achieve the significant reductions that will be needed over the 10 years to keep within Net Zero pathways. UKPN produce an annual set of scenarios that consider different pathways for its area (London and the East) dependent on speed of society's adoption of net zero measures.

Workstream updates

- 2.17 This section provides an overview of notable successes and key challenges identified in Appendix 2.

WS1: Sustainable Finance

Successes: Both Cambridgeshire and Peterborough were successful in bids to Innovate UK Pioneer Places that link to their delivery of Local Area Energy Plans (LAEPs). This is a building block for delivery of their LAEPs and has the potential to unlock future funding of £5m.

Challenges: We have been unable to secure a Workstream SRO which has resulted in the slow progress on other actions in this workstream. We are now consulting with local authority partners to seek this resource.

2.18 **WS2: Engagement**

Successes: The Engagement Plan was agreed at the Partnership Group meeting 4 November 2022 and coordinated arrangements on engagement are in place. The CPCA Climate Officer is preparing for the launch of the small-scale community fund for early this year. During COP27, Cambridgeshire held an event with 150 students across 14 schools attending. This has led to the potential to hold future annual events and potential for the creation of Schools Eco Council. As some of the Engagement actions are now complete new actions are suggested in Appendix 1.

Challenges: Further development of the Engagement Plan will require additional resource and funding.

2.19 **WS3: Energy**

Successes: Peterborough have completed their LAEP and moved to implementation. Cambridgeshire LAEP is currently being developed. To support these plans, both organisations have applied for UK Innovate Funding (see WS1 above). Funding secured for a solar PV project is covered in the Waste workstream below.

Challenges: Peterborough LAEP identified £8.8 billion investment is needed to decarbonise the city. This level of funding will need to come from multiple sources, including private investment, payment by households to retrofit their own properties and government grants. For example, it is estimated £800m is needed for domestic retrofits in Peterborough (approx. £12,150 per dwelling). This links closely with the work in the Building Workstream.

2.20 **WS4: Buildings**

Successes: Both Cambridgeshire and Peterborough have secured HUG and LAD funding through consortiums to enable domestic retrofits to low income/low EPC rated and off-gas properties. The Greater South East Net Zero Hub have completed their

'Domestic Retrofit Market Intelligence & Skills Assessment' report and is now looking to move to the next phase to address the barriers identified in the report.

Challenges: To deliver at the scale required to meet the targets in the Climate Action Plan, skill capacity across the Combined Authority area will need to be addressed and there is a new action suggested in Appendix 1.

2.21 **WS5: Transport**

Successes: Four significant Strategies are being progressed that will look to reduce travel and provide the infrastructure required to enable low carbon transport. Those are due to be approved by Summer 2023 include:

- Local Transport Connectivity Plan
- EV Charging Infrastructure Strategy
- Alternative Fuel Strategy
- Bus Service Improvement Plan

2.22 In addition, four projects are progressing including:

- A Mayoral precept to support the bus network across the area.
- The Zebra project to replace 10% of buses with electric buses will deliver Spring 2023.
- CPCA secured £4M funding to relocate the existing Peterborough bus depot to a new location that can accommodate electric buses. This is a crucial building block to support future electric buses based in Peterborough.
- Ongoing consultation by Greater Cambridge Partnership on the Sustainable Travel Zone in Cambridge.

Challenges: Delay in Government Policy/statutory requirements has slowed progress of the strategic plans. In addition, there have been delays in relation to the buses construction based on changing technical requirements.

2.23 **WS6: Business and Commercial**

Successes: The Local Economic and Skills Strategies have been completed and will be the building blocks to grow a successful, globally competitive economy with high-skilled, better paid jobs, increase productivity and a strong sustainable community. A number of projects have been funded by the government's Single Prosperity Fund bidding round.

In addition, the NHS Integrated Care System (ICS) Green Plan for the area is completed. A Green Plan Programme Board has been set up to drive climate action in the NHS and associated services / businesses.

Challenges: Cleantech have presented a proposal on a deep dive into the opportunities and synergies in the Cleantech / Agritech sectors for the region. Various options for securing the funding for this project are being considered.

2.24 **WS7: Nature**

Successes: Much of the work in this workstream is to implement adaptation measures and encourage natural systems of carbon capture. In addition, CPCA are expected to have confirmed in Spring the statutory duty to develop a Local Nature Recovery Strategy. An officer has been appointed to project manage this strategy, hosted by Cambridgeshire County Council.

CPCA has awarded £1M [Cambridgeshire & Peterborough Fund for Nature](#) to attract more investment into this area, this work is being led by Natural Cambridgeshire.

The other activity in this work stream is Local Authorities developing their Biodiversity Net Gain policy by end of 2023 and sharing best practice and/or staff resources.

Challenges: The biggest challenge for this workstream is immature markets for the funding of nature-based solutions. Government guidance on Local Nature Recovery Strategies is due in Spring 2023, without this it is difficult to progress the strategy and it will be likely to result in government proposing revised date for its completion.

2.25 **WS8: Peat and Soil**

Successes: In response to the IC recommendation and initial funding from the CPCA, Fenland Soil was set up in 2021 with a dedicated team of farmers at its core to tackle climate issues relating to agriculture and peat in the Fens. The group has secured Government funding (mainly through Defra) for:

- a pilot to map 10% of the fens peat assets
- examine raising of water tables
- identify change in farming practices to minimise greenhouse gas emissions
- research to identify sites to restore peatland to its natural state

Challenges: Land use is the biggest sector of emissions, with the majority relating to cropland rather than energy use. To change farming practices may be unaffordable and if more funding does not become available it will be difficult to progress beyond the pilot and research projects already underway and near completion.

2.26 **WS9: Water**

Successes: Water Resources East Regional Plan is due to be adopted in Autumn 2023 that sets out the strategic approach to secure long-term public water supply and relevant infrastructure. Proposals for two strategic reservoirs (one in the Combined Authority area) have been announced by the water companies.

The CPCA has recently agreed £420K funding to Cambridge City Council for their Chalk Streams Environment Project which will be a series of projects to enhance rare chalk stream habitats.

The Environment Agency has agreed funding to replicate the Future Fens Great Ouse baseline study across the remaining areas of the fens under the Fens 2100 programme.

Challenges: We have been unable to secure a Workstream SRO from external partners. We are now consulting with local authority partners to seek this resource.

2.27 **WS10: Waste**

Successes: This workstream has been able to benefit from the successful Cambridgeshire and Peterborough Waste Partnership (RECAP) running since 1999. CPCA funding has been agreed to contribute to the Waterbeach depot Solar PV Project which will help secure the energy required for waste fleet. This demonstrator project for RECAP is one project to decarbonise the waste fleet with other alternative fuels projects also underway.

Challenges: Government guidance on the Waste Strategy has been delayed, impacting the delivery of the revised Strategy which has been extended to the end of 2023. RECAP will be looking how to incorporate Climate Change into the revision of its Strategy.

2.28 **WS11: Evaluation and Monitoring**

Successes: The funding for a deep dive into sectors has been approved by the CPCA Board and discussions are ongoing with the CPICC on how this should be progress and its support needs.

Challenges: We are looking within CPCA to support this workstream, following recruitment to recently recruited analyst roles.

Significant Implications

3. Financial Implications

- 3.1 The Climate Action Plan estimated that £700m of private and public expenditure would be needed per annum as part of the transition to Net Zero by 2050 and the necessary adaptation to climate changes. The Combined Authority has raised the challenges of funding with the National Infrastructure Commission and directly with government on thematic issues. The Innovate UK funded CANFFUND project currently underway is looking at a non-technical barriers to sustainable growth through a financial perspective. It is intended that this will help identify future opportunities for stimulating public and private investment.
- 3.2 During FY 22/23 the Combined Authority Board agreed business cases for climate-related programmes. Due to internal staff capacity issues the launch of the CPCA led programme Care Homes Retrofit was delayed to Q4 and is now underway following

recruitment. The Net Zero Communities programme will be launched in 23/24. Capital spend forecast for the two programmes in 22/23 (£500k and £750k respectively) requires carry forward to 23/24.

- 3.3 Two externally-led projects are not forecast to claim the capital expenditure forecast for 22/23 following delays in approvals. This is the Huntingdonshire Biodiversity for All programme and Logans Meadow extension. Capital spend for the two programmes of £325k and £200k respectively requires carry forward to 23/24. Requests for approval to carry forward these unspent budgets are contained within the budget update report on this agenda.
- 3.4 The remaining climate programmes are not due to start their capital expenditure until 23/24 onwards under approved business plans.

4. Legal Implications

- 4.1 None.

5. Public Health Implications

- 5.1 There are none arising directly from this report.

6. Environmental and Climate Change Implications

- 6.1 The Climate Action Plan addresses climate and environment priorities across Cambridgeshire and Peterborough.

7. Other Significant Implications

- 7.1 None.

8. Appendices

- 8.1 Appendix 1 – Climate Action Plan proposed revised actions.
- 8.2 Appendix 2 – Climate Action Plan progress.

9. Background Papers

- 9.1 Combined Authority Board meeting: Climate Action Plan approval: [March 2022](#)

10. Accessibility

- 11. An accessible version of the information contained in Appendix 2 is available on request from democratic.services@cambridgeshire.gov.uk

Item 5.1 Appendix 1: Proposed revised actions to Climate Action Plan 2022-2025

Workstream	Proposed new strategic action	Rational
WS1: Sustainable Finance	1. By March 2023 assess, identify, and set up relevant Funding models to attract investment into: Low carbon infrastructure, nature, adaptation, and Low carbon businesses	Revised action – Action duplicated in WS7 Strategic Action 2, recommend to remove nature from Action 1.
WS2: Engagement	3. Ongoing – develop joint ambitions and outcomes in communications plans for COP events.	Revised action – COP27 action completed – working cohesively as a group to make most of our resources, have ‘one voice’ and consistent messages across the area (action 3).
WS2: Engagement	4. Ongoing – Development of case studies to promote the achievements that have been enabled as a result of CPCA and Partners so that we can share best practice and build momentum in the region to deliver net zero ambitions.	New action – this action will help raise the profile of the work of Partners and CPCA, with a view to stimulate momentum, change and ideas within the region.
WS2: Engagement	5. Ongoing – Developing shared policy positions where appropriate on Cambridgeshire and Peterborough climate and environment issues to influence public policy and identify funding opportunities with relevant stakeholders. The co-dependencies the CPCA Climate Action Plan across the key achievements to be identified and built into the Public Affairs work.	New action – this was not previously identified. It is important that we utilise our influencing powers across all stakeholder through our Governance and with effective stakeholder mapping.
WS4: Buildings	5. Address the barriers identified in the skills assessment report to boost market capacity and skills training to increase building retrofit.	New action – As the regional study by Greater South East Net Zero Hub has been completed (action 5)
WS8: Soil & Peat	1. Increase the area mapped of peatland assets	Revised action – Original target implied complete mapping coverage, whereas the actual project

Workstream	Proposed new strategic action	Rational
		was a pilot focusing on part of the Fens.
WS11: Evaluation and Monitoring	Immediate - fund the CPICC to monitor progress against their recommendations and carbon footprint to improve alignment of reporting across the CPCA area.	Revised action – to strengthen local action and evaluation it is proposed to include an action on improving alignment of reporting.

WS1: Sustainable Finance

Climate Action Plan Progress

2022 Strategic Actions	Action status	Rag Status	Key Risks
1. By March 2023 assess, identify, and set up relevant Funding models to attract investment into: <ul style="list-style-type: none"> • Low carbon infrastructure, • nature, and • adaptation. • Low carbon businesses 	In progress – Funding model to attract investment into nature. CPCA has established a £1M fund that is being led by Natural Cambridgeshire. Natural Cambridgeshire has launched the fund in Autumn 2022. It is currently assessing the expressions of interest received from potential projects.	Green ↔	Lack of capacity by potential bidders to develop financial schemes
	In progress – Innovate UK Pioneer Places funding bids submitted for: <ul style="list-style-type: none"> • Cambridgeshire (£93K) to support the development of a financing framework for Net Zero for power, heat, mobility and product manufacture (link to Local Area Energy Planning in Cambridgeshire). • Peterborough CC /PECT breaking down barriers to produce renewable energy across the area (Linking with Local Area Energy Plan) (£50-70K) 	Green ↔	
	In progress – Funding Model and attract investment into adaptation. Peterborough received £100K from the Single Prosperity Fund to develop an adaptation plan.	Amber ↔	
2. By June 2023 set up a C&P Decarbonisation Fund that attracts investment from businesses purchasing local carbon credits for 'hard to treat carbon emissions only' to invest in local carbon and nature projects.	In progress – <ul style="list-style-type: none"> • Cambridgeshire Decarbonisation fund – CUSPE research identified next steps for the Fund. A detailed business case is being drafted. 	Amber ↔	Lack of capacity by potential bidders to develop financial schemes
3. By Oct 2022 collectively build local capacity and capability to assemble suitable projects ready for these opportunities. Build up project pipeline	In progress – Programme for the delivery of the CPCA Climate Action Plan in place, including thematic workstreams looking at resources	Green ↔	Lack of capacity of Partners

Proposed New Strategic Actions	Rational
1. By March 2023 assess, identify, and set up relevant Funding models to attract investment into: Low carbon infrastructure, nature , adaptation, and Low carbon businesses	Revised action – Action duplicated in WS7 Strategic Action 2, recommend to remove nature from Action 1.

WS2: Engagement Climate Action Plan Progress

2022 Strategic Actions	Action status	Rag Status	Key Risks
1. By June 2022 develop an Engagement Plan for people and businesses to build knowledge, culture, and incentivise action on Climate ensuring links across plans, including NHS, RECAP and local partnerships.	In progress – Engagement Plan agreed at Climate Partnership on 4 Nov 2022 with three key themes linked to the Independent Commission Recommendations. Plan is being implemented.	Green ↔	Resources and funding to deliver the Engagement Plan
2. By July 2022 set up a fund for small scale community projects to access to build local momentum and awareness.	In progress – Full business case approved at CPCA Board in 2022. Launch planned for early 2023. Funding to be implemented by March 2024.	Green ↔	Lack of capability in communities to bid for funds.
3. Engaging with COP policy advisors to influence COP27 negotiations with Cambridgeshire and Peterborough issues	1st stage cop27 complete – Annual COP conferences continue so this work continues with work on locally determined contributions and schools engagement to support eco-school councils.	Green ↑	Resources and funding

Proposed New Strategic Actions	Rational
3. Ongoing – develop joint ambitions and outcomes in communications plans for COP events.	Revised action – COP27 action completed – working cohesively as a group to make most of our resources, have ‘one voice’ and consistent messages across the area.
4. Ongoing – Development of case studies to promote the achievements that have been enabled as a result of CPCA and Partners so that we can share best practice and build momentum in the region to deliver net zero ambitions.	New action – this action will help raise the profile of the work of Partners and CPCA, with a view to stimulate momentum, change and ideas within the region.
5. Ongoing – Developing shared policy positions where appropriate on Cambridgeshire and Peterborough climate and environment issues to influence public policy and identify funding opportunities with relevant stakeholders. The co-dependencies the CPCA Climate Action Plan across the key achievements to be identified and built into the Public Affairs work.	New action – this was not previously identified. It is important that we utilise our influencing powers across all stakeholder through our Governance and with effective stakeholder mapping.

WS3: Energy

Climate Action Plan Progress

2022 Strategic Actions	Action status	Rag Status	Key Risks
1. & 2. By March 2024 deliver two Local Area Energy Plans for both Cambridgeshire and Peterborough which include infrastructure investment programmes spatially mapped to deliver net zero by 2050.	In progress – Peterborough Local Area Energy Plan - Local Area Energy Plan completed and now delivering. Workshop to share learning held on 7th July 2022 and Innovate UK bid to take forward local action (see WS1).	Green ↔	Funding and resources to support the C-LAEP
	In progress – Cambridgeshire Local Area Energy Planning - The first Steering Group met in December 2022 to agree its TOR, develop a scoping document and project timeline. The Steering Group comprises all the LAs, CPCA, UKPN and the universities and the first two meetings are to build knowledge and understanding of what a LAEP can do and its impact.	Green ↔	Timescales for delivery

No new or revised actions for this Work Stream

WS4: Buildings

Climate Action Plan Progress

2022 Strategic Actions	Action status	Rag Status	Key Risks
1. Immediate - target government decarbonisation scheme, private funding, and other competitions to support retrofits (focusing on low income/vulnerable homes and public buildings).	In progress – Cambridgeshire Energy Retrofit Partnership awarded funding through consortium (HUG&LAD) and installations being delivered. Awaiting HUG2 application funding results	Green ↔	Contractor and skill capacity to deliver at scale. Underspend grant due to delays due to lower response rates/take up of the scheme/contractors delays.
	In progress – Peterborough awarded funding through consortium (HUG&LAD) and installations being delivered. Awaiting HUG2 application funding results		
2. By July 2022 set up relevant Delivery Vehicles and Procurement Frameworks for home retrofits accessible by partners and homeowners to deliver self-financed and grant funded retrofits.	In progress – April 2023 launch the procurement framework awarded to 6 contractors to carry out retrofits on privately owned properties (both grant funded work and ‘able to pay market’ in Cambridgeshire and Peterborough).	Green ↔	Contractor and skill capacity to deliver at scale.
3. By October 2022 provide accredited suppliers that make accessing suppliers easier for those able to pay such as ‘collective solar’ or bulk purchase ASHPs.	In progress – Cambridgeshire Solar Together scheme provide access to suppliers. Accredited suppliers from the Procurement Framework to provide access to ASHP installation.	Green ↔	Finance and resource in the care sector to match fund.
4. By March 2024 undertake care home retrofit programme	In progress – CPCA Climate Project Officer appointed in November 2022. Initial expression of interest questionnaire to care homes in January 2023. Delivery phase expected to extend into 2024 financial year.	Amber ↓	Contractor and skill capacity to deliver at scale.
5. Undertake in 2022 a regional domestic buildings retrofit study to identify sector skills needs/delivery/manufacturing.	Complete – Domestic Retrofit Market Intelligence & Skills Assessment report complete by Greater South East Net Zero Hub.	Green ↑	

Proposed New Strategic Actions	Rational
Address the barriers identified in the skills assessment report to boost market capacity and skills training to increase building retrofit. Page 817 of 1713	New action – Regional study by Greater South East Net Zero Hub completed.

WS5: Transport

Climate Action Plan Progress

2022 Strategic Actions	Action status	Rag Status	Key Risks
1. In 2022 to revise the Local Transport and Connectivity Plan to support active travel and passenger transport, reducing the number of miles driven and agree key delivery plans including;	<p>In progress – A revised Local Transport and Connectivity Plan will be presented in 2023 with approval in Spring/Summer 2023 (<i>awaiting revised DfT guidance prior to approval of LTCP</i>). Stakeholder engagement and initial public consultation carried out in 2022.</p> <p>Implementation of the LTCP plan will follow which will aim to reduce car mileage by 15% and a reduction in carbon.</p>	Green ↑	Changes to Government Transport policy and resourcing to deliver the plan.
2. An Alternative Fuel Strategy and delivery plan.	<p>In progress – draft Alternative Fuel Strategy consulted on in Winter 2022 for 6 weeks (closed 21 Dec 2022). Aiming to be approved Spring 2023.</p> <p>First draft for the EV strategy to be presented to Committee and CPCA Board Spring 2023.</p> <p>An EV Infrastructure Working Group set up to establish an agreed approach to delivery of a public EV Charging Network across Cambridgeshire and Peterborough and a route to market.</p>	Green ↑	Fragmented private sector delivery.
3. By Dec 2022 implement project to replace nearly 10% of bus fleet with electric buses (ZEBRA scheme).	<p>In progress – Electric buses coming on stream March 2023, replacing 10% of the bus fleet (revised delivery date due to manufacturing of battery storage). CPCA Bus Strategy currently out for consultation in January and February 2023.</p> <p>CPCA secured £4M funding to relocate EV-capable depot for Peterborough City. This is a building block to support future electric buses in Peterborough</p>	Green ↔	Contractual and supply chains not able to deliver required infrastructure.
4. By xx Implement a process to 'design down carbon' across all major highway construction schemes supported by the CPCA.	<p>In progress – WSP consultancy undertaking work for GCP to test a process to 'design down carbon' across major highway construction schemes. Results to be shared with CPCA and the Highway Authorities by spring 2023. CPCA business case development including design down carbon.</p>	Amber ↔	Suitable processes not determined.

WS6: Business & Commercial Climate Action Plan Progress

2022 Strategic Actions	Action status	Rag Status	Key Risks
1. In 2022 the Climate recommendations to inform the revision of the Local Economic and Skills Strategies;	In progress – this action is completed and strategy is updated Implement the new strategies	Green ↔	Resource not allocated to lead on workstreams will cause delays to meet milestones.
2. By March 2023 scope a Carbon Advisory Service to support SMEs linked to the Decarbonisation Fund	In progress – CPCA contract for SME advice runs to 2023. Scoping work is underway to inform future contract which is considering appropriate climate advice	Amber ↑	Resource not allocated to lead on workstreams will cause delays to meet milestones.
3. By March 2023 through the Economic Strategy identify the economic and planning levers that can incentivise and attract businesses to the area to deliver re-manufacturing facilities for a local circular economy and low carbon ambitions.	Initiated – Growth Works provides an investment service for the area. CPCA scoping whether a value proposition should be developed for the low carbon sector.	Amber ↑	Resource not allocated to lead on workstreams will cause delays to meet milestones.
4. In 2022 new Cambridgeshire and Peterborough NHS Integrated Care System organisation to produce and implement Green Plan, building on existing strategies and action.	In progress – NHS ICS Green Plan completed and sets out Green Principles. The ICS has established a Green Plan Programme Board to drive climate action in the NHS and associated services / businesses.	Green ↔	Pressures in Health Service.
5. By March 2023 mapping the cleantech sector companies by the government definition to understand baseline, create a database, to identify strengths in the subsectors; to target investment and measure progress against low carbon growth/jobs to provide opportunities	In progress - Cleantech project scope presented to the Climate Partnership 4 November. CPCA seeking £40-50K funding to deliver Cleantech project.	Amber ↓	Delay on delivery if funding not approved and would impact associated workstreams.

WS7: Nature

Climate Action Plan Progress

2022 Strategic Actions	Action status	Rag Status	Key Risks
1. By Dec 2023 deliver a Local Nature Recovery Strategy for Cambridgeshire and Peterborough;	In progress – Local Natural Recovery Strategy Officer appointed and started December 2022. Ongoing discussion with Government how Strategy is delivered, with guidance due by April 2023. Government may change the deadline to 2024. Workshops held on 27 October and 3 November 2022.	Green ↔	Government guidance Resource not allocated resulting delays to meet milestones.
2. By March 2023 set up fund for nature-based solutions through a 'Fund for Nature and the Environment'	In progress – Funding model to attract investment into nature, see WS1: Sustainable Finance. CPCA has established a £1M fund that is being led by Natural Cambridgeshire. Natural Cambridgeshire has launched the fund in Autumn 2022. It is currently assessing the expressions of interest received from potential projects.	Green ↔	Resource not allocated resulting delays to meet milestones.
3. By March 2024 establish an effective Biodiversity Net Gain system for Cambridgeshire and Peterborough that maximises outcomes	In progress – Local authorities are developing their strategies/planning policy advice - Pooling resources to develop interim net gain position up to the end of 2023: Strategies are being developed by HDC/SCDC/CamCity and by Fenland/ECDC/PCC (to reflect different geology and diversity). Sub Projects: -Huntingdonshire Biodiversity Project 2022-25 (£1.3M of funding Business Case and funding agreed)	Green ↑	Resource not allocated resulting delays to meet milestones.
4. By March 2023 deliver successful legacy for the Future Parks Accelerator (FPA) that puts in place arrangements to secure the health and wellbeing, climate change mitigation and nature restoration	In progress – New Parks unit set up in County Council. Three Year business plan approved by members and funding being sourced through Business Planning Process (LAs and CPCA). New Programme Director seconded (started mid Sept 2022), their funding secure to Sept 2023. Mapping completed.	Green ↔	Resource not allocated resulting delays to meet milestones.
5. By March 2023 provide advice on Biodiversity strategies taking account of climate change for all organisations with substantial landownership	Not started . CPCA scoping a sustainable land-use advice service: consulted the sector in winter 2022, preparing a business case.	Red ↔	Resource not allocated resulting delays to meet milestones.

WS8: Soil & Peat

Climate Action Plan Progress

2022 Strategic Actions	Action status	Rag Status	Key Risks
1. By March 2023 complete the mapping of peatland assets	In progress – Fenland SOIL set up as an organisation to identify assets, farming practices and advise on peat issues. Received pilot project funding from the Defra Discovery Grant to map 3 Internal Drainage Board Districts (approx 10% of The Fens), currently progressing and will be completed by March 2023.	Green ↔	If funding not secured will not have an accurate map for Cambridgeshire and Peterborough Fens.
2. Immediate -identify operating costs/impacts to shift farming practice to sustainable farming practice	In progress – Project commissioned Andersons Consultants to examine raising of water tables and identify the costs to changed farming practices to minimise GHG emissions in Cambridgeshire & Peterborough. Project will help inform farming practice, restoration of peatland and identify cost.	Green ↔	Defra not taking action on report findings. Affordability of Actions
3. Immediate - demonstrate practical projects working with landowners on restoration	In progress – Received Defra funding from the Discover Grant to identify sites to restore peatland it to its natural state. This is a Pan Fens project outside of Cambridgeshire and Peterborough and includes Lincolnshire and West Norfolk .	Green ↔	Not covering Cambridgeshire and Peterborough comprehensively

Proposed New Strategic Actions	Rational
Increase the area mapped of peatland assets	Revised action – Original target implied complete mapping coverage, whereas the actual project was a pilot focusing on part of the Fens.

WS9: Water

Climate Action Plan Progress

2022 Strategic Actions	Action status	Rag Status	Key Risks
1. Immediate - support existing partnerships and plans to deliver water efficiency, supply, storage and manage flood risk including WRE Regional Plan by Dec 2023, Future Fens Integrated Adaptation Plan, and Future Fens Project. Ensure strategies by agencies and stakeholders are aligned and complementary	In progress – Draft Water Resources East Regional Plan out for consultation in December 2022 and due to be adopted in Autumn in 2023. The Regional Plan set out the strategic approach to public water supply and relevant infrastructure. It proposes two new reservoirs as long term requirements to safeguard supply.	Green ↔	Stakeholder commitment. Resource not allocated resulting delays to meet milestones.
	In progress – Chalk Streams Environment project funding agreed by CPCA Board in Nov 2022.	Green ↔	
	In progress – Funding for Future Fens Adaption Plan agreed.	Green ↔	
2. Ongoing- update/include policies in local plans that actively tackle water issues;	In progress – Local Plan Water Policy Update – Fenland & Greater Cambridge local plans currently under review. Government to introduce mandatory requirement for sustainable urban drainage systems, anticipated 2024.	Green ↑	Resource not allocated resulting delays to meet milestones.
3. Immediate - Collaborate on land management changes and understanding of what we plan for in terms of flood defences for the future.	In progress – Future Fens Great Ouse Baseline study completed. Fen2100+ project to develop a Strategy and investment programme by 2026/27 Cambridgeshire and Peterborough Flood Action Partnership considering climate impacts as part of its work.	Green ↑	Resource not allocated resulting delays to meet milestones.
4. By March 2024 develop innovative and nature based solutions for flood/water management	In progress – CCC partnership with Anglia Water to manage surface water and manage biodiversity in March. Tendering to identify main flooding hot spots in Cambridgeshire to design solutions.	Green ↑	Resource not allocated resulting delays to meet milestones.

WS10: Waste

Climate Action Plan Progress

2022 Strategic Actions	Action status	Rag Status	Key Risks
1. Immediate - Informing and enabling our communities in Cambridgeshire and Peterborough to reduce, reuse and recycle their waste through the facilitated development of circular waste economies with the aim of reducing the emissions from the collection, treatment and disposal of waste.	In progress – the existing Strategy has been extended by 1 year until end of 2023. Local Authorities have put the Strategy approval on their forward agenda plan.	Green ↔	Delay of Defra Guidance
2. Ongoing - Within the priorities of individual authorities, funding and contracts, move toward low carbon (electric, biofuels etc) waste vehicles to cut transport emissions from waste. This includes investigating RECAP wide tender opportunities for low carbon diesel alternative fuels building on the pilot projects at Waterbeach and Peterborough Highways.	In progress – Waterbeach Depot Solar PV (WREN Project) funding approved at CPCA Board 30 Nov 2022 – £5.8m Project (CPCA, SCDC and Cambridge City)	Green ↔	Investment required to decarbonise waste fleets
	Complete – PCC vehicles purchased and trial is complete.	Green ↔	
	Not started – RECAP Tender for Alternative Fuel. Procurement planned for 2023.	Green ↔	
	Not started – Second framework procurement for hydrogen and electric RCVs (based on Waterbeach Solar PV and Vehicle performance procurement). Trial in East Cambridgeshire. Procurement planned for 2023.	Green ↔	

No new or revised actions for this Work Stream

WS11: Evaluation and Monitoring Climate Action Plan Progress

2022 Strategic Actions	Action status	Rag Status	Key Risks
1. Immediate - fund the CPICC to monitor progress against their recommendations and carbon footprint	In progress - Monitoring progress and deep dive funding approved by CPCA Board Oct 2022. Discussions ongoing with CPICC around support needs.	Amber ↓	Data availability.
2. By March 2025 CPICC Undertake deep dives into different sectors e.g. supply chain maturity for retrofits or economic benefit to low carbon living	Not started - Commission being canvassed on suitable date for reconvening.	Amber ↓	Lack of resources to make the research meaningful
3. By March 2023 identify the Adaptation Trajectory and develop an adaption response for the area	Not started – <i>individual workstreams have identified impacts. Peterborough have received funding to do an Adaptation Strategy</i>	Red ↔	Resource not allocated resulting delays to meet milestones.
4. Ongoing - Monitor, evaluate, and review this Action Plan, with an annual update by each March.	In progress - Reviewing and establishing governance and reporting for the programme to enable annual reporting	Green ↔	Lack of resources to continue supporting programme delivery

Proposed New Strategic Actions	Rational
1.Immediate - fund the CPICC to monitor progress against their recommendations and carbon footprint to improve alignment of reporting across the CPCA area.	Revised action – to strengthen local action and evaluation it is proposed to include an action on improving alignment of reporting.



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Agenda Item No: 5.2

Oxford to Cambridge Pan Regional Partnership

To: Cambridgeshire and Peterborough Combined Authority Board

Meeting Date: 22 March 2023

Public report: Yes

Lead Member: Mayor Dr Nik Johnson

From: Steve Cox, Interim Director, Place and Connectivity

Key decision: No

Forward Plan ref: n/a

Recommendations: What is the Board being asked to do?

The Board is recommended to:

- a) Confirm the Combined Authority's intention to become a member of the Oxford to Cambridge Pan Regional Partnership.
- b) Agree to the appointment of the Mayor as the Combined Authority representative on the Pan Regional Partnership.
- c) Agree to nominate the Lead Member for the Environment and Climate Change to represent the Combined Authority on the Environment Working Group of the Partnership
- d) Agree to nominate the Statutory Deputy Mayor, Lead Member for Economic Growth, to represent the Combined Authority on the Economy Working Group of the Partnership.

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 Proposals for a locally led Pan Regional Partnership (PRP) for the Oxford to Cambridge region have been formally approved by Government.
- 1.2 The purpose of this report is to confirm the Combined Authority's intention to confirm membership of the PRP and its representation on the partnership's board and working groups.

2 Background

- 2.1 The Combined Authority's Corporate Strategy focuses on four strategic priority areas: achieving good growth; increasing connectivity; ambitious skills and employment opportunities; and enabling resilient communities. It also recognises that strong partnership working and delivery as a key component in enabling this strategy to be successfully delivered. Membership of the PRP will support the Combined Authority in its delivery of the Corporate Strategy through stronger collaboration, more efficient working and further strengthening joint working and influence with central Government.
- 2.2 The Oxford to Cambridge region is an area of economic success of global significance which will require continued investment and support if it is to be sustained. It is also a region of contrasting economic performance and investment needs. Investment in infrastructure is a priority to support and enable inclusive growth in low demand areas and ensure the pressures of growth in high demand areas are managed in a sustainable way.
- 2.3 On 18th January 2023, Secretary of State Rt Hon. Michael Gove MP endorsed the proposition to set up a pan regional partnership for the Oxford to Cambridge area. Letter attached at Appendix 1.
- 2.4 The overall purpose of the Oxford to Cambridge Partnership will be to champion the Oxford to Cambridge region as a world leader of innovation and business, acting on shared interests in delivering environmentally sustainable economic growth that brings benefits to communities now and in future.
- 2.5 The Partnership will strengthen cross-boundary collaboration so that joint working is locally-led and focused on the issues that matter to people who live and work in the region. The Partnership will define the outcomes it seeks to achieve but it does not have delegated authority or any formal or legal decision-making powers from any of its partner members
- 2.6 Currently, the priorities of the Partnership are focussed on supporting delivery of clean, green and inclusive economic growth as well as delivering increased environmental gain and benefits from this growth for our communities now and in the future.
- 2.7 Government endorsement of the Partnership unlocks the opportunity of up to £2.5million for the remainder of the current Spending Review period (to 2024/25), with £500k in year to support activity to deliver:

- an Investment Prospectus & Atlas
- a significant Environment Programme, including:
 - Nature Recovery Strategy Support
 - Minerals & Waste Restoration Environmental Gain
 - Regional Energy & Water Strategy Scoping
- a Data Observatory & Innovation Network.

2.8 The Partnership is not a formal committee in Local Government terms but as a condition of gaining Government support and funding, it is required to have the following:

- a constitution which includes clarity on governance, membership, openness and transparency, which sits as part of a wider performance and assurance framework which covers financial and risk management
- a committed work programme which builds on the Partnership's consensus in terms of priorities, objectives and expected outcomes
- a representative Board from across the Partnership including an Independent Chair.

2.9 A Shadow Board is in place to oversee an initial partnership programme and agree governance and funding arrangements. The Shadow Board will be in place until the initial conditions and milestones have been met (i.e. constitution in place, Independent Chair selected). It is anticipated the Board will meet outside of shadow form by June 2023.

2.10 Members of the Shadow Board are:

- Cllr Barry Wood, Leader Cherwell District Council sitting as Interim Chair of the Shadow Board.
- Cllr Susan Brown, Leader of Oxford City Council, representing the Future Oxfordshire Partnership as current Chair
- Cllr Pete Marland, Leader of Milton Keynes City Council, representing the Central Area Growth Board as current Co-Chair
- Cllr Richard Wenham, Leader of Central Bedfordshire Council, representing the Central Area Growth Board as current Co-Chair
- Cllr Anna Smith, Leader of Cambridge City Council and currently Acting Mayor, representing the Cambridgeshire and Peterborough Combined Authority
- Professor Alistair Fitt, Pro-Vice Chancellor Oxford Brookes University representing the Arc Universities Group as current Chair
- Peter Horrocks CBE, Chair of SEMLEP, representing Chairs of LEPs and Business Boards and, sitting as interim Chair of the Economy Sub-Group.
- Cllr Bridget Smith, Leader South Cambridgeshire District Council sitting as interim Chair of the Environment Sub-Group
- To be confirmed, Representative from England's Economic Heartland

Once fully operational, there will be three main layers to the governance model: an overarching Plenary group, which includes all partners, that will meet at least annually; a main Board which will oversee governance, work programme delivery and communications; Sub-Groups which are themed groups (currently economy and environment) which focus on specific project delivery. All groups will be supported by a

2.11 The Oxford to Cambridge Partnership Board will succeed the shadow board to oversee the work and operations of the Partnership, as agreed by its members. Representation on this Board will include:

- An Independent Chair;
- One Chair from each of the member Growth Boards or equivalent sub-regional groups (plus an additional Co-Chair from the Central Area Growth Board);
- One Chair representing each of the Board's Programme Sub-Groups;
- One Chair each from the main constituent stakeholder groups: one on behalf of all Local Enterprise Partnerships, one of behalf of the Arc Universities Group, and one from England's Economic Heartland.
- A minimum of two Independent Stakeholders (NEDs) as selected by the Board
- Senior Government representatives (whilst the Board is in receipt of core Government funding).

2.12 Cherwell District Council is currently the Accountable Body for the Partnership. Such a body is required for the Partnership given direct public funding from partners and Government. This role involves the Council having oversight and responsibility for ensuring proper governance, financial and risk management is in place.

Significant Implications

3 Financial Implications

- 3.1 The Oxford to Cambridge Partnership currently has transition funding of £250,000 from Government with access to a further £250,000 this year plus local partner contributions. This money is being committed to support the transition programme of delivery, recruitment of the Chair and to support a small transition team until the Partnership is formally set.
- 3.2 There is commitment from Government for access to a further £2,500,000 over the next two financial years, subject to business case being agreed. As part of accessing this funding local contributions are required, both in officer time and in cash contributions. This will be determined through development of the business case.

4 Legal Implications

- 4.1 The PRP constitution is being drafted which will set out the principles and rules governing it. There will also be a formal partnership agreement between the partners.

5 Public Health Implications

- 5.1 There are none arising directly from this report.

6 Environmental and Climate Change Implications

- 6.1 There are none arising directly from the report, however, the PRP has a strong focus on the environment, with a proposed environment working group and an emerging work programme that will address climate and environment priorities across Cambridgeshire and Peterborough.

7 Other Significant Implications

- 7.1 None

8 Appendices

- 8.1 Appendix 1 – Letter from Secretary of State – 18 Jan 2023 (signature redacted)

9 Background Papers

- 9.1 None.



Department for Levelling Up, Housing & Communities

Rt Hon Michael Gove MP

*Secretary of State for Levelling up Housing &
Communities*
Minister for Intergovernmental Relations
2 Marsham Street
London
SW1P 4DF

Item 5.2

Cllr Barry Wood
Leader
Cherwell District Council
Bodicote House, White Post Road
Bodicote, Banbury
Oxfordshire
OX15 4AA

18 January 2023

Dear Cllr Wood,

Thank you for your letter dated 31 October setting out the Oxford-Cambridge Arc Leadership Group's proposal for formally establishing a pan-regional partnership as your preferred model for regional collaboration from the Levelling Up White Paper.

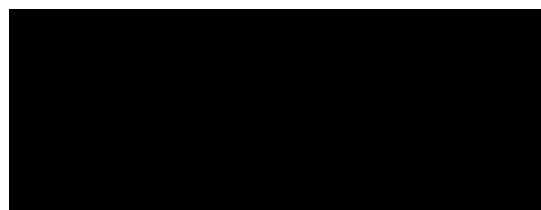
I understand that the Group has worked to agree these arrangements over many months, and I would like to thank you and your members for the dedication you have shown in pursuing the right tools to deliver for the communities you serve.

I welcome these proposals and the initial priorities for the partnership, recognising that realising the region's economic potential will be supported by a strong regional brand that can compete for investment on the global stage. By bringing together public and private sector partners under independent leadership in the pursuit of sustainable growth, I believe the partnership will be well placed to shape and deliver on the economic vision for the region.

I also recognise your continued focus on the environment and sustainability. The 25-year Environment Plan remains central to this Government's ambitions to leave our environment in a better state than we found it and I welcome your continued collaboration with Defra and the Environment Agency to test and embed its principles across the region.

I am therefore pleased to confirm my support for the establishment of an Oxford to Cambridge Pan-Regional Partnership by 31 March 2023. Subject to annual business cases, I am prepared to support your partnership with up to £2.5 million in total over the remainder of this Spending Review period.

Thank you again for your continued collaboration across the region and I look forward to hearing about your work and how it is delivering for your communities.



Rt Hon Michael Gove MP
Secretary of State for Levelling Up, Housing & Communities
Minister for Intergovernmental Relations



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Agenda Item No: 5.3

Property Acquisition for Peterborough Bus Depot

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	22 March 2023
Exempt report:	Appendices to this report are exempt from publication under Part 1 of Schedule 12A of the Local Government Act 1972, as amended, in that it would not be in the public interest for this information to be disclosed (information relating to the financial or business affairs of any particular person (including the authority holding that information)). The public interest in maintaining the exemption outweighs the public interest in publishing the report.
Lead Member:	Mayor Dr Nik Johnson
From:	Steve Cox, Interim Executive Director, Place and Connectivity
Key decision:	Yes
Forward Plan ref:	KD2023/001
Recommendations:	<p>The Combined Authority Board is recommended to:</p> <ul style="list-style-type: none"> a) Identify a site at Nursery Lane, Peterborough, as a potential option to serve as a depot for electric buses. b) Authorise the acquisition of an option to acquire freehold property and delegate authority to the Interim Chief Executive in consultation with the Mayor or Deputy Mayor to finalise any further terms necessary to enable completion.
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 authorise the acquisition of an option to acquire freehold property at Nursery Lane, Peterborough, to serve jointly as a depot for electric buses and as a depot for vehicles that provide services for Peterborough City Council.

2 Background

- 2.1 The Combined Authority's (CA) Transport team recently learned that an application for funding from DLUHC to provide a depot for electric buses in Peterborough had been successful. The award was subject to a requirement to commit the funding by the end of the 2022/23 financial year.
- 2.2 Prior to submitting the funding application, a preliminary option appraisal had been commissioned by the Transport team to identify potential site locations for a bus depot, but this did not include a site specification or identify a suitably defined site.
- 2.3 Officers then undertook a further option appraisal to identify potentially suitable sites that could be acquired within the short timeframe to secure the funding.
- 2.4 A site owned by Peterborough City Council (PCC) at Nursery Lane, Peterborough, was identified as potentially suitable. The site is currently occupied by Peterborough Limited by way of a Tenancy at Will and used as a depot for vehicles that provide council services. Peterborough Limited is wholly owned by Peterborough City Council and has contracted to provide council services. A plan of the site can be found at Exempt Appendix 1.
- 2.5 Peterborough Limited (P-Ltd) aspire to obtain a new fleet of electric vehicles to continue providing services to the council beyond 2028. Officers considered that a shared depot facility would avoid unnecessary duplication of expensive infrastructure and facilities that were common to the care and maintenance of electric vehicles.
- 2.6 A depot for electric vehicles will require a significant electrical supply to charge large batteries and the cost of providing this site infrastructure has yet to be determined. However, it has been confirmed that a funding requirement was identified to provide electricity infrastructure to charge refuse collection vehicles at Waterbeach, so this cost and any associated implications have potential to generate significant viability issues for the project.
- 2.7 A transport consultant was commissioned to determine suitability of the site to serve as a joint depot and a copy of the consultant's report is provided at Exempt Appendix 2. The report highlights significant issues to address before the site could be effectively utilised as joint operational depot.
- 2.8 A pre-application report was obtained from the Local Planning Authority and a copy of this report can be found at Exempt Appendix 3. Whilst the report does not highlight insurmountable issues further research and feasibility studies would be necessary before an application could be submitted to secure planning consent for the proposed use.

3 Options considered

- 3.1 The option of acquiring the freehold of the site and granting P-Ltd interim tenancies to facilitate continued operational occupation was considered. This was not the preferred option, at this stage, because a considerable amount of further feasibility work is necessary to determine whether the proposal would be financially viable.

- 3.1.1 An initial risk register was produced to consider the implications of acquiring the site without further feasibility work and this can be found at Exempt Appendix 4.
- 3.1.2 A SWOT analysis was undertaken to consider the implications of acquiring the site without further feasibility work and this can be found at Exempt Appendix 5.
- 3.2 The option of doing no further work and returning the funding was considered and rejected because it would not be in the interests of the local area to lose the investment.

4 Preferred Option

- 4.1 The option of securing an option to acquire the site in the future is preferred as this demonstrates to DLUHC that the Combined Authority had secured the contractual ability to invest the funding. However, this would allow further time to undertake feasibility work to determine whether the proposal is financially viable. This work would also indicate the extent of any further funding required to implement the proposal effectively.
- 4.2 If the proposal is not viable then the Combined Authority can consider alternative options of investing the capital to deliver the electric bus depot objective. It is apparent that a significant amount of further funding is likely to be required to implement the proposal. The preferred option allows for the costs to be measured responsibly before committing to acquire a site that may not be fit for purpose.
- 4.3 This proposal was discussed with DLUHC in early March 2023 and deemed to be a sensible approach. It was also confirmed that there were no stringent clawback conditions attached to the funding but there is still an expectation to deliver on the bid commitments. There is no requirement for the CA to exercise the option to acquire the site at Nursery Lane, so the CA can consider alternative methods of delivery.

Significant Implications

5 Financial Implications

- 5.1 As mentioned at 2.1, funding has been made available by DLUHC to provide the depot facility in Peterborough.
- 5.2 An independent valuation of the site was jointly commissioned by the Combined Authority and PCC and a copy of the report can be found at Exempt Appendix 6.
- 5.3 The cost of redeveloping the site to serve as a joint depot has not yet been determined, and further funding to enable redevelopment has not yet been secured. A capital allowance could be allocated from the funding to meet further design costs, and alternative revenue budget could be identified to meet further feasibility work.
- 5.4 A land assembly exercise could improve site functionality and increase design options; but the willingness of the current landowners and associated costs have yet to be determined.
- 5.5 As mentioned at 2.7 above the costs of providing the electricity infrastructure can be significant, but these costs have yet to be determined.

6 Legal Implications

- 6.1 The site is occupied by P-Ltd that will need to be accommodated to provide operational services for the foreseeable future. This requirement is to be stipulated as a condition of the option to acquire the freehold interest in the site.
- 6.2 The subsequent freehold transfer shall include a condition that P-Ltd, or PCC's equivalent contractor shall be accommodated within the redeveloped site. This would be subject to the parties agreeing a suitable form of occupation agreement, and PCC's service provider paying a proportionate and appropriate contribution for continued operational occupation.
- 6.3 Terms for the option to acquire the freehold have been provisionally agreed by officers from the Combined Authority and PCC, but the recommendation allows for the Interim Chief Executive to finalise these terms if necessary. A copy of the Heads of Terms can be found at Exempt Appendix 7.
- 6.4 A title report on the property was obtained and the property is not free from encumbrances that would need to be considered and addressed. A copy of the title report can be found at Exempt Appendix 8.

7 Public Health Implications

- 7.1 The initiative to provide a bespoke facility to accommodate electric vehicles to provide council services and public transport will reduce harmful emissions and contribute towards improving public health.

8 Environmental and Climate Change Implications

- 8.1 The initiative to provide a bespoke facility to accommodate electric vehicles to provide council services and public transport will reduce harmful emissions, and contribute towards improving air quality and reducing global warming.

9 Appendices

Exempt Appendix 1 - Site plan
Exempt Appendix 2 - Transport consultancy report
Exempt Appendix 3 - Planning pre-application report
Exempt Appendix 4 - Risk register
Exempt Appendix 5 - SWOT analysis
Exempt Appendix 6 - Valuation report
Exempt Appendix 7 - Heads of Terms to acquire option
Exempt Appendix 8 - Title report



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Agenda Item No: 5.4

Market Towns Programme: Supporting Community-Owned Businesses and Social Enterprises in Rural Hinterlands – Full Business Case

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	22 March 2023
Public report:	Yes
Lead Member:	Mayor Dr Nik Johnson
From:	Domenico Cirillo, Business Programmes and Business Board Manager
Key Decision:	Yes
Forward Plan ref:	KD2023/050
Recommendations:	<p>The Combined Authority Board is recommended to:</p> <p>Approve the full business case for Phase 2 of the CPCA Market Towns Programme requesting £2,500,000 of CPCA gainshare funding to support Social Enterprise in market town areas.</p>
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 Combined Authority Board approval of the full business case in continuation of the Market Towns Programme to secure CPCA gainshare funding of £2,500,000 for Phase 2 to support Social Enterprises in the regions market towns and rural hinterlands.

2. Background

- 2.1 Firstly, this project has emerged from a long-running concern in CPCA about the performance of market towns and rural areas. The CPIER (2018) established that market towns were a significant part of the CPCA economy but had much less strategic focus than the cities of Cambridge and Peterborough. In July 2020, the CPCA allocated £13.1m capital investment to mobilise eleven market town masterplans to support interventions in each of CPCA's main market towns and to act as a funding catalyst to securing additional investment. Secondly, the Mayor has adopted a focus for CPCA of compassion, co-operation, and community. This means that everything we do has to support local residents and strengthen our community groups. This will not happen simply through the encouragement of market processes – instead, we need to make those processes work to recycle benefit into the community.
- 2.2 As a result, we have been exploring different ways of using funding from more traditional approaches – which have tended to focus largely on buildings or transport investments. This led to exploring how community ownership and the encouragement of social enterprises could develop the kind of business ecosystem in towns where communities benefit. It has also encouraged us to think about how we could more effectively partner to deliver funding with the third sector – where we have identified three strong partners to work with on the delivery of the funding. In each case, we propose CPCA delivers the necessary capital funding, with a third sector partner providing the people input needed.

3. Full Business Case – Market Towns Programme Phase 2

- 3.1 Overall, the businesses, services, and communities in market towns continue to face compounding challenges, that risk negatively impacting their future economic growth and social vitality. In order to address the key challenges identified above, there is a case for investing in communities and businesses to support: community ownership of local assets, protecting key town centres and high street community assets.
- 3.2 Given the underpinning cost of living challenges and local place-making priorities set out in the Economic Growth Strategy, there is also a case for supporting businesses with a strong social purpose and inclusive governance and employment approaches to develop hub spaces to support the growth of the Social Enterprise ecosystem.
- 3.3 The impact of not intervening will be a continued lack of vital funding for businesses that could make an important economic, social and environmental contribution to the local and national economy. Finally, there is a clear case for investing in youth education and extracurricular activities to address the educational disparities across the CPCA.

- 3.4 Targeted support of Social Enterprise is one of the best ways to effect positive economic, social, and environmental change; it's a way to shape Cambridgeshire and Peterborough for the better for the benefit of the whole of the region's society. The sector, therefore, is a key component of the Combined Authority's vision for growth through compassion, cooperation, and compassion and has a central role in delivering against the six keys to growth, with solutions for improving lives, reducing the health and economic inequalities, nurturing the natural environment, and reducing the effects of climate change.
- 3.5 Therefore, a stronger local Social Enterprise sector will enable it to trade with the local public and private sectors, shaping the local markets and organisational behaviour to increase social value throughout the local economy. Additionally, central to the strategic priority to reduced inequality is the need to build social capital, defined as the 'network of relationships between people in a particular society, enabling that society to function effectively'. This provision of social capital through the social enterprise hubs is also important for addressing the strategic priority of reduced rural isolation. The social enterprises that are being created and supported will be a collaborative project throughout their delivery and operation, and so they will help to bring people together.
- 3.6 Furthermore, supporting community owned and social enterprise businesses, and enabling the community to take control of an asset of importance to the community (which could be a cultural venue like a theatre, a sports ground, pub, shop, or other asset) is well aligned with the Economic Growth Strategy and Sustainable Growth Ambitions, enabling inclusive growth and reducing economic inequality between market towns and other areas, whilst bolstering community infrastructure.
- 3.7 Due to the mix of businesses, organisations, and outcomes being targeted through this programme, there is a requirement to make available a variety of financial products from the overall £2.5m budget. Based on soft market testing / scoping carried out during the development of the Full Business Case attached as Appendix 1 to this report. The proposed project interventions and three key Programme 'Streams' are as follows:
- **Stream 1 - Community Ownership of Local Businesses**
Through this funding stream, the CA is looking to establish a dedicated support programme, community "support package" and bursary funding for community groups in Cambridgeshire & Peterborough, with a focus of revitalising assets in market towns and rural hinterlands.
 - **Stream 2 - Social Enterprise Hubs**
Through this funding stream, funding will be provided for the creation of one or more social enterprise hubs in Cambridgeshire & Peterborough, with a focus of supporting social entrepreneurship in market towns and rural areas.
 - **Stream 3 - STEM exhibition programme**
Under this third funding stream, a grant will be disbursed to support the capital element of an educational programme, to be delivered via pop-up science centres, located in community asset buildings in the Cambridgeshire & Peterborough market towns. The pop-up centres will be accessed by children, families, schools, and adult groups and aim to raise awareness and aspirations for STEM related study and careers.

- 3.8 The project deliverables are categorised by those that relate to each of the proposed funding against each of Programme streams:
- **Stream 1 Funding (£0.92m):** to a delivery partner to manage the administration of small-scale grants to support local communities to establish community owned businesses and taking local assets into community ownership.
 - **Stream 2 Funding (£1.25m):** to a delivery partner to manage delivery of grants to Social Enterprises to support establishment of hub(s) in market towns for the provision of new community space, business start-up, growth, and co-working space promoting knowledge sharing.
 - **Stream 3 Funding (£0.2m):** to a local organisation to support delivery of a pop-up STEM exhibition scheme across several CPCA market towns and boosting young people's engagement with STEM.
 - **Programme Contingency (£0.13m):** to cover any Administrative and Ancillary costs to the CPCA, including any dedicated project management resource (0.2 FTE fund manager, legal and procurement advice for grant agreements, etc.) and contingency to be used at discretion of the CPCA to cover for any unanticipated costs of inflation, raising capital/development costs etc.
- 3.9 Based on the challenges and opportunities set out in the business case, the identified funding streams offers a series of interventions in CPCA market towns to boost local business and skills in local communities, has been identified as a proposed solution to address local challenges in access to services (including extracurricular education activities). Overall, this project delivers significant economic and social value through job creation and safeguarding in social enterprises, community owned businesses, and the third sector. The objectives of the project will be to:
- Boost performance of CPCA market towns.
 - Boost social capital by promoting growth in Social Enterprise and Community Ownership, thereby building a much stronger bond between individuals, community, and place.
 - Reduce rural isolation by creating and retaining places for people to meet.
 - Increase local access to services (particularly retail and hospitality).
 - Create and safeguard jobs in SE and Third Sector, enabling wider social benefits.
 - Boost aspirations of young people through engagement with high quality STEM extracurricular activities.
- 3.10 Providing funding for third sector enterprises has been recognised as a strategic and political priority of the CPCA for a significant period of time, and as such this project is supported at a senior level to continue over the desired lifecycle.
- 3.11 The set amount of gainshare required to fund this project is £2.5m and will be disbursed within two years. Ongoing administrative, delivery and ancillary works costs to support delivery of the programme and enable the funding to be capitalised has been noted as Administrative and Ancillary Costs and covers:

- Resources: specialist fund management to deliver Stream 1 (outsourced to a third sector fund manager), including specialist advice, PM and advertising/comms costs; internal CPCA programme management resources to manage the overall fund delivery.
- Enabling grants: to cover specialist advice, surveys and design costs required pre-development.

Significant Implications

4. Financial Implications

- 4.1 Financial approval is requested for £2.5m gainshare funds over 2-year period to 31st March 2025. The £2.5m is currently earmarked in the MTFP as 'subject to approval' (profiled as £1.25m in 2022/23 and £1.25m in 2023/24). If approved, the new budget profile for the Programme funds will be £1,625,000 in 2023/24 and £875,000 in 2024/25.
- 4.2 The overall Administrative and Ancillary Costs for the Programme amounts to 11% of the total funding and complies within the 15% limit.
- 4.3 Programme payments will be subject to the conditions as set out in the full business case and with a signed funding agreement in place.

5. Legal Implications

- 5.1 The overall fund will be delivered via direct grant awards or via funding calls. Procurement is not required for any of the fund streams. The Combined Authority will maintain the legal agreements with project delivery bodies.

6. Environmental & Health Implications

- 6.1 None.

7. Other Significant Implications

- 7.1 The Market Towns Programme is a substantial commitment being made between the Combined Authority with significant scope to positively impact on the growth of the local sub-economies. Successful delivery will have positive benefits to residents, community groups, and businesses and workers from across Cambridgeshire and Peterborough. The CPCA has the project management structure, skills and track record in place to be able to successfully deliver this project and the associated funding streams.

8. Appendices

- 8.1 Appendix 1 – Full Business Case (Market Towns Programme Phase 2 – Supporting Social Enterprise in Market Towns & Rural Hinterlands).

9. Background Papers

9.1 None.



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Market Towns Programme phase 2 – Full Business Case

March 2023

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EXECUTIVE SUMMARY

INTRODUCTION

The Market Towns Programme phase 2 has emerged from a long-running concern about the performance of market towns and rural areas within Cambridgeshire and Peterborough (C&P). In July 2020, the Cambridgeshire and Peterborough Combined Authority (CPCA) allocated £13.1m capital investment to mobilise eleven market town masterplans to support interventions in each of CPCA's main market towns and to act as a funding catalyst to securing additional investment. This fund is a continuation of that effort to tackle the long-standing challenges surrounding market towns, with a particular focus on strengthening local communities and supporting the Social Enterprise ecosystem.

This market towns programme phase 2 looks to build on the first Market towns funding but with a particular focus on targeting this capital spending on people-based initiatives – including community owned businesses, social enterprises, and educational support.

Following PID development, **CPCA approved £2.5m gainshare capital fund to be delivered via the Market Town Fund Programme phase 2. This full business case has been developed in compliance with the HM Treasury Green Book for final approval by CPCA board.** A summary of each case is presented below.

It is recommended that CPCA will release £2.5m Gainshare capital funding on approval of this FBC by the CPCA board.

STRATEGIC CASE

Challenges and Opportunities:

Despite up to a quarter of the CPCA population living in market towns (and nearly the same again in surrounding hinterland)¹, there has been a distinct and long-standing lack of strategic focus and investment targeted towards market towns, with an associated economic disparity seen between rural and urban areas.

CPCA market towns and surrounding rural economies have been characterised in recent years as having relatively low productivity, low wages, and associated pockets of income deprivation. There also exists educational disparity between market towns and the rest of the CPCA. Employment in market towns skews towards lower occupational skill levels compared to urban areas, particularly in The Fens and Peterborough, where long standing patterns are linked to the nature of employment driving industries operating in the area, particularly agriculture.²

The above challenges felt in market towns and surrounding rural economies have combined over recent years, contributing to both wage, and access to job challenges for the local communities. As identified in the Cambridgeshire and Peterborough Independent Economic Review, income levels and associated pockets of poverty is reducing levels of spending in local market town economies, which in turn is leading to a **reduction in retail, entertainment, and general service offer in towns** as businesses find it harder and harder to operate sustainably. This is in turn leading to a reduction in employment and access to jobs for local residents, which feeds back into, and exacerbates, all the above challenges.

Overall, market town services, businesses, and communities continue to face compounding challenges, that risk negatively impacting their future vibrancy, economic potential, and social vitality.

¹ CPIER (2018)

² ONS: Annual Population Survey 2022

Objectives:

To safeguard and enhance social capital, employment opportunities, and skills in market towns throughout Cambridgeshire and Peterborough by:

- Boosting the local **Social Enterprise ecosystem** through the implementation of Social Enterprise Hub space
- Support **Community ownership** of local assets
- Boosting young people's engagement with **STEM**

Proposed fund:

- **Funding stream 1 - Community ownership of local businesses (£0.92m)** - Through this funding stream, the CA is looking to establish a dedicated support programme, community "support package" and bursary funding for community groups in Cambridgeshire & Peterborough, with a focus of revitalising assets in market towns and rural hinterlands.
- **Funding stream 2 - Social enterprise hubs (£1.25m)** - Through this funding stream, funding will be provided for the creation of one or more social enterprise hubs in Cambridgeshire & Peterborough. The hubs will support the growth of social entrepreneurship and the social economy ecosystem across market towns and rural areas, providing co-working / business startup space for social enterprises alongside community space and a retail offer for residents and communities.
- **Funding stream 3 - STEM exhibition programme (£0.2m)** - Under this third funding stream, a grant will be disbursed to support the capital element of an educational programme, to be delivered via pop-up science centres, located in publicly owned buildings, community or educational facilities in the Cambridgeshire & Peterborough market towns and rural areas. The pop-up centres will be accessed by children, families, schools, and adult groups and aim to raise awareness and aspirations for STEM related study and careers.

Strategic alignment:

Nationally, the proposed programme is aligned with missions within the **Levelling Up** white paper including to 'spread opportunities and improve public services, especially in those places where they are lacking' as well as the mission to 'restore a sense of community, local pride, and belonging, especially in those places where they have been lost'. As a subsection of the Levelling Up agenda, the government set up a community-ownership fund since they have identified community-owned businesses as a valuable way to 'empower communities in left behind places to level up'. As such, the community-owned business aspect of the proposed programme is also well aligned with current government policy.

The programme delivers against the Six Keys as described within the **CPCA Sustainable Growth Ambition**, particularly Key to 'Reduce Inequality'. The programme targets long standing disparities seen between market towns and other areas within the CPCA. There is also strong alignment with the **Cambridgeshire and Peterborough Independent Economic Review [CPIER]** (2018), which identified a lack of strategic focus on market towns, and an associated underperformance compared to more urban areas.

The educational disparities across the CPCA are clearly highlighted within the **Cambridgeshire and Peterborough Local Skills Report**. The STEM exhibition programme seeks to intentionally target areas of lower aspiration, lower engagement, and lower outcomes as a way of improving young people's awareness of STEM and the opportunities and routes available to them.

Locally, the programme continues to seek to address challenges as set out in many of the local **Market Town Masterplans**, which identify many of the same challenges described above.

Benefits / Expected outcomes: Benefits sought from the programme include:

- Jobs created and safeguarded in the third sector, social enterprise ecosystem, and community interest groups.
- Revitalisation of market towns by bringing back vacant assets into use through community ownership
- Driving footfall in market towns by restoring the service offer and increasing local amenity
- Increasing the local sense of pride in place
- Increased educational aspirations of local school children in market towns and improved long term outcomes
- Creation of community space for use by local people, increasing social vitality and reducing social isolation

ECONOMIC CASE

Shortlist of options and preferred way forward:

The assessment of the long list of options produced the following shortlist:

Option 1 - Do Nothing: Growth Works existing provision

Option 2 - Do Minimum: £2.5m extension to business advice provision at Growth Works

Option 3 - Programme of interventions: funding for SE Hub(s) and Community Ownership, and a STEM pop-up exhibit programme

Option 4 – Do Maximum: Option 3 plus aim to establish SE hubs in every market town

Analysis of the shortlist options against the Critical Success Factors identified option 3 as the preferred way forward.

Cost Benefit analysis:

Analysis of the costs and benefits, in line with HMT Green Book and DHLUC guidance, over a 10-year appraisal period, result in the BCR shown in the table below.

	Preferred option
NPV Benefits	£6,528,940
NPV Public Costs	£2,625,737
Total NPV costs	£3,903,203
BCR	2.49

The preferred way forward delivers a Benefit Cost Ratio of **2.49**. This represents a high return on investment according to government guidance and benchmarks which defines the value for money (VfM) category as:

BCR	Value for Money
Less than 1.0	Poor
Between 1.0 and 1.5	Low
Between 1.5 and 2.0	Medium
Between 2.0 and 4.0	High
Greater than 4.0	Very High

COMMERCIAL CASE

Commercial Routes: The commercial case present all the commercial options explored for the delivery of the three fund streams, with advantaged and disadvantages against each. The preferred routes for each funding stream are:

- **Funding stream 1** - The preferred model is that a dedicated third sector fund manager would be awarded £120k over two years to manage the allocation of the grants to community groups on behalf of CPCA (as the Accountable Body). It is recommended that CPCA will launch a funding call to identify the right third sector fund partner to manage the grant. In the case that, following the launch of an Expression of Interest (Eoi), CPCA would receive only one response, CPCA will be able to give direct award to the only fund manager that responded to the Eoi, without having to go through a full funding call, subject to the applicant meeting the objectives and criteria set out by the CA. Detailed design of the 'Community ownership of local businesses' fund itself will be done with the fund manager once appointed. At this stage, it is envisaged that the fund will be administered through a bidding process, led and managed by the fund manager partner.
- **Funding stream 2** - The preferred option is that either CPCA or the Social Enterprise East of England (SEEE), following direct award, will manage the grant allocation to third sector organisations via a fund call. Grant allocation in the range of £200-600k will be given to one, a consortium of, or multiple individual third sector organisations via a funding call process, based on meeting the fund eligibility requirements and value for money. CPCA or SEEE will be directly responsible for the grant disbursement.
- **Funding stream 3** - The preferred model is that CPCA will launch an EOI followed by direct award in the case only one response is received. In case of more of one response to the EOI is received, CPCA will launch a funding call and identify a suitable provider as part of the fund bidding process and assessment.

Potential providers and delivery partners: During soft market testing activity, CPCA has identified specialist supplier/potential partners that matched CPCA delivery requirements. Initial engagement with these organisation has helped CPCA to shape a sound and viable business case. These include:

- **Funding stream 1** - the **Plunkett Foundation**, a third sector organisation with specific experience and track record of managing similar grants to support local community groups to take ownership of local pubs and public assets across the UK.
- **Funding stream 2** - Initial engagement with Social Enterprise East England (SEEE), as part of a soft market testing activity, has shown the potential to support more than one organisation under this funding stream with benefits of having multiple hub locations in different market towns rather than one single hub. SEEE has reached out to a number of organisations and contacts within the Cambridgeshire and Peterborough areas to scope potential projects and location for the social Enterprise Hub while also reviewing suitable properties coming up for sale. Beyond **SEEE**, other organisations engaged include: **Allia, The Ferry Project, Shift Momentum and Together Culture**.
- **Funding stream 3** - the **Cambridge Science Centre**, a local educational charity running pop-up exhibits and interactive science shows for young people (mostly aged 7-13 years old).

It is CPCA's intention to ensure that all suitable delivery partners are identified and an Eoi will be launched, and responses assessed, in accordance to value for money and fund criteria, prior any direct award. The supplier and delivery partners awarded will have the expertise and competence to deliver the requirements of the project. The awarding process will be undertaken in accordance with the proposed timeframe to meet political and board level expectations, and to make a positive impact on local groups.

Delivery track record and commercial assurance: Delivery track record and commercial assurance of the above organisations and their proposals is provided in the commercial case. CPCA intends to obtain further details on the proposals as well as other project proposals from other organisations not yet reached out during the soft market testing as part funding bidding process. Nonetheless, the above proposals provide an illustration of what can be achieved using this fund.

Subsidy control: The fund does not appear to involve a Prohibited or Conditional Subsidy, nor fall

within the regime which requires notification to and clearance from the Competition and Markets Authority pre-grant. It must nevertheless comply with the seven principles set out in the Subsidy Control Act 2022. Legal advice will be provided by the CPCA legal team if necessary.

FINANCIAL CASE

The CPCA Board has approved a total of **£2.5m Gainshare Capital Fund** to be delivered via the Market Town Fund Programme phase 2 described in this business case. CPCA has identified three funding streams to be delivered under the programme with the following allocation (shown below).

Cost type	Description	Total	FY 1 (2023 /2024)	FY 2 (2024 /2025)	Funding source	FY 1	FY 2
Fund stream 1 - Community ownership of local businesses							
A&A	Third party Fund management / PM costs @ 15% of Funding Stream 1	£120,000	£70,000	£50,000	Gainshare Capital Fund	58%	42%
A&A	Small Grants (Enabling costs)	£125,000	£125,000		Gainshare Capital Fund	100%	0%
Capital	Large Grants (Capital costs)	£675,000	£125,000	£550,000	Gainshare Capital Fund	20%	80%
	Sub total	£920,000	£320,000	£600,000			
Fund stream 2 - Social enterprise hubs							
Capital	Grants (Capital costs)	£1,250,000	£1,125,000	£125,000	Gainshare Capital Fund	90%	10%
Fund stream 3 - STEM exhibition programme							
Capital	Grants (Capital costs)	£200,000	£120,000	£80,000	Gainshare Capital Fund	60%	40%
CPCA Fund PM / contingency budget							
A&A	CPCA Fund management / PM costs (0.2 FTE) / specialist procurement / legal advice	£25,000	£12,500	£12,500	Gainshare Capital Fund	50%	50%
Capital	Contingency budget @ 4% of total costs (inflation, raising capital costs, etc.)	£105,000	£47,500	£57,500	Gainshare Capital Fund	45%	55%
	Sub total	£130,000	£60,000	£70,000			
Total A&A (Management and enabling costs) @11%		£270,000	£207,500	£62,500			
Total Capital (Grants) @89%		£2,230,000	£1,417,500	£812,500			
Total		£2,500,000	£1,625,000	£875,000			
						65%	35%

Ongoing administrative, delivery and ancillary works costs to support delivery of the programme and enable the funding to be capitalised has been noted as Administrative and Ancillary Costs (A&A). The overall A&A amounts to 11% of the total funding and complies with the 15% A&A limit.

Detailed project cost breakdown will be explored at bid assessment stage. Activities and associated funding allocation will be flexible and will be finalised with potential delivery partners during proposals

assessment and prior to grant award. Suggested funding breakdown and costs description is provided in the financial case.

Affordability assessment: Providing funding for third sector enterprises has been recognised as a strategic and political priority of the CPCA for a significant period of time, and as such this project is supported at a senior level to continue over the desired lifecycle. As per above, a set amount of gainshare funding has been agreed to fund this project. The fund will be disbursed within two years. There is no assumption of financial return over the course of this fund. Affordability is therefore dependent on the ability to accommodate this spending with CPCA budgets without compromising other aims. Given the strong strategic fit with CPCA objectives we don't view this to be a major concern. There is also no element of borrowing to fund this scheme – so concerns about interest rates are not relevant.

Financial arrangements and assurance: The financial arrangements and assurance measures described in the financial case provide overall financial affordability and assurance of the fund.

MANAGEMENT CASE

Project timeframe: Detailed timeframe will be provided by delivery organisations as part of Eol/funding call stage and finalised with CPCA before grant award. A summary of the key milestones and high level delivery timeframe against each funding stream is shown below and provided in more detail in the management case.

Milestones	Start date	End Date
Business Case Development		
FBC Development and approval process	Dec-22	Mar-23
Mobilisation and Operation / Delivery		
Governance and Management set up	Mar-23	Mar-23
Appointment of Delivery Partners via grant award following Eol/Funding Call	Mar-23	Apr-23 / Jun-23
Funding stream 1		
Mobilisation	May-23	Jun-23
Small enabling grants disbursement to community interest groups	July-23	July-23
Larger follow up grants disbursement to community interest groups	Dec-23	Mar-25
Funding stream 2		
Mobilisation	May-23	Jun-23
Grant disbursement / Hubs enabling and development works	Jun-23	Jun-24
Funding stream 3		
Mobilisation	May-23	Jul-23
Grant disbursement / Pop-up exhibits run	Jul-23	Mar-25
Project completion		
Grants disbursement and projects completion		Mar-25
Review / Monitoring and Evaluation		
Project Progress and Monitoring Reports	quarterly	
Evaluation	Apr-25	Jun-25
Project closure		
Grant agreements terminate		Jun-25

Project Governance And Management Structure: CPCA has the project management structure, skills and track record in place to be able to successfully deliver these funding streams. The governance arrangements set out in the diagram in the management case provide strategic leadership and ensure collective governance to inform the coordinated delivery and management and of the three funding streams under this fund.

Risk management: CPCA will establish a risk management approach that addresses risk, through its governance processes for fund (including the reporting and monitoring via relevant governance functions and individual investment risk, through the fund partners.

A risk register is provided in the management case, listing initial risks and mitigations. Throughout the life of this project, the Market Towns Programme phase 2 manager will be responsible to regularly update the risk register and report any major risk to the Director and Advisory Board.

Project assurance and management arrangements: Funding award compliance, Legal compliance, Finance compliance and project management arrangements are described in the management case.

Monitoring and evaluation: The evaluation will be in accordance and aligned with CPCA Monitoring and Evaluation Framework. The logic model will be refined with the partners following grant awards. Quarterly reporting is to be completed by the outsourced delivery partners for each Funding Stream and reported to the Market Towns Programme phase 2 Manager. Suggested monitoring KPIs are described in the management case.

INTRODUCTION

Market towns programme phase 2 looks to build on the first Market towns fund but with a particular focus on strengthening local communities, including community owned businesses. While it is a capital fund, we are targeting this capital spending on people-based initiatives – including community owned businesses, social enterprises, and educational support. The programme will be broken into three funding streams, each targeting a key aspect of the strategic case:

Funding stream 1 - Community ownership of local businesses (£0.92m)

Through this funding stream, the CA is looking to establish a dedicated support programme, community “support package” and bursary funding for community groups in Cambridgeshire & Peterborough, with a focus of revitalising assets in market towns and rural hinterlands.

Funding stream 2 - Social enterprise hubs (£1.25m)

Through this funding stream, funding will be provided for the creation of one or more social enterprise hubs in Cambridgeshire & Peterborough, with a focus of supporting social entrepreneurship in market towns and rural areas.

Funding stream 3 - STEM exhibition programme (£0.2m)

Under this third funding stream, a grant will be disbursed to support the capital element of an educational programme, to be delivered via pop-up science centres, located in community asset buildings in the Cambridgeshire & Peterborough market towns. The pop-up centres will be accessed by children, families, schools, and adult groups and aim to raise awareness and aspirations for STEM related study and careers.

PROJECT BACKGROUND

Market towns programme phase 2 has emerged from a long-running concern about the performance of market towns and rural areas within C&P. The CPIER (2018) established that market towns were a significant part of the CPCA economy but had much less strategic focus than the cities of Cambridge and Peterborough. As a result, In July 2020, the CPCA allocated £13.1m capital investment to mobilise eleven market town masterplans to support interventions in each of CPCA's main market towns and to act as a funding catalyst to securing additional investment. This fund is a continuation of that effort to tackle the long-standing challenges surrounding market towns, with a particular focus on strengthening local communities and supporting the Social Enterprise ecosystem.

Furthermore, the Mayor has adopted a focus for CPCA of compassion, co-operation, and community. This means that everything we do has to support residents and strengthen our community groups. This will not happen simply through the encouragement of market processes – instead, we need to make those processes work to recycle benefit into the community.

As a result, we have been exploring different ways of using funding compared to more traditional approaches – which have tended to focus largely on buildings or transport investments. This led us to exploring how community ownership and the encouragement of social enterprises could develop the kind of business ecosystem in towns where communities benefit. It has also encouraged us to think about how we could more effectively partner to deliver funding with the third sector – where we have identified three strong partners to work with on the delivery of the funding. In each case, we propose CPCA delivers the necessary capital funding, with a third sector partner providing the people input needed.

Our process to get here was first to develop a Project Initiation Document (PID), covering the broad aims of the programme. Since then, some of the ideas initially identified have been developed further, in conversation with partners. We have continued to consult with them, and with district colleagues, to understand where the opportunities in their areas are. This has led to the final fund design.

STRATEGIC CASE

INTRODUCTION

The purpose of the strategic case is to assess the fit of the programme with Combined authority strategies, local strategies, and UK Government priorities. We find a good alignment across all areas.

STRATEGIC PRIORITY

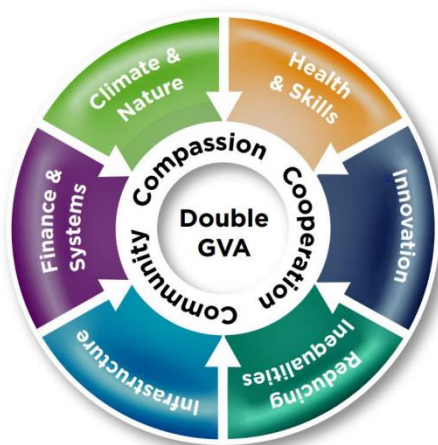
The 2022 CPCA Economic Growth Strategy (EGS) is clear that accelerating business growth is key to achieving sustained economic renewal and success across Cambridgeshire and Peterborough. The CPIER has established that although market towns were a significant part of the CPCA economy, they have received much less strategic focus than the cities of Cambridge and Peterborough leading to inequality in growth.

Although economic growth is a key priority for the CPCA, the Economic Growth Strategy, amongst other CPCA strategies, are also clear that economic growth alone is not the objective; reducing inequality and delivering improvements across all six forms of capital must be core to how and where economic growth is delivered and achieved. The purpose of investing in business growth in market towns is to support those wider objectives, delivering inclusive growth and reducing inequality, aligned with the overall vision:

*“Cambridgeshire and Peterborough is the place where unique business, natural and research assets tackle world problems whilst creating **good jobs and healthy lives for all our residents in all our places**. We are globally leading and competitive, and more equal and sustainable.”*

Furthermore, the new CPCA Sustainable Growth Ambition establishes Six Keys to unlock this ambition which is rooted in the Mayoral values of Compassion, Cooperation and Community. The proposed programme of interventions discussed in this full business case focuses primarily on delivering against the Key to reduce inequalities.

Figure 1. CPCA Sustainable Growth Ambition - Six Keys

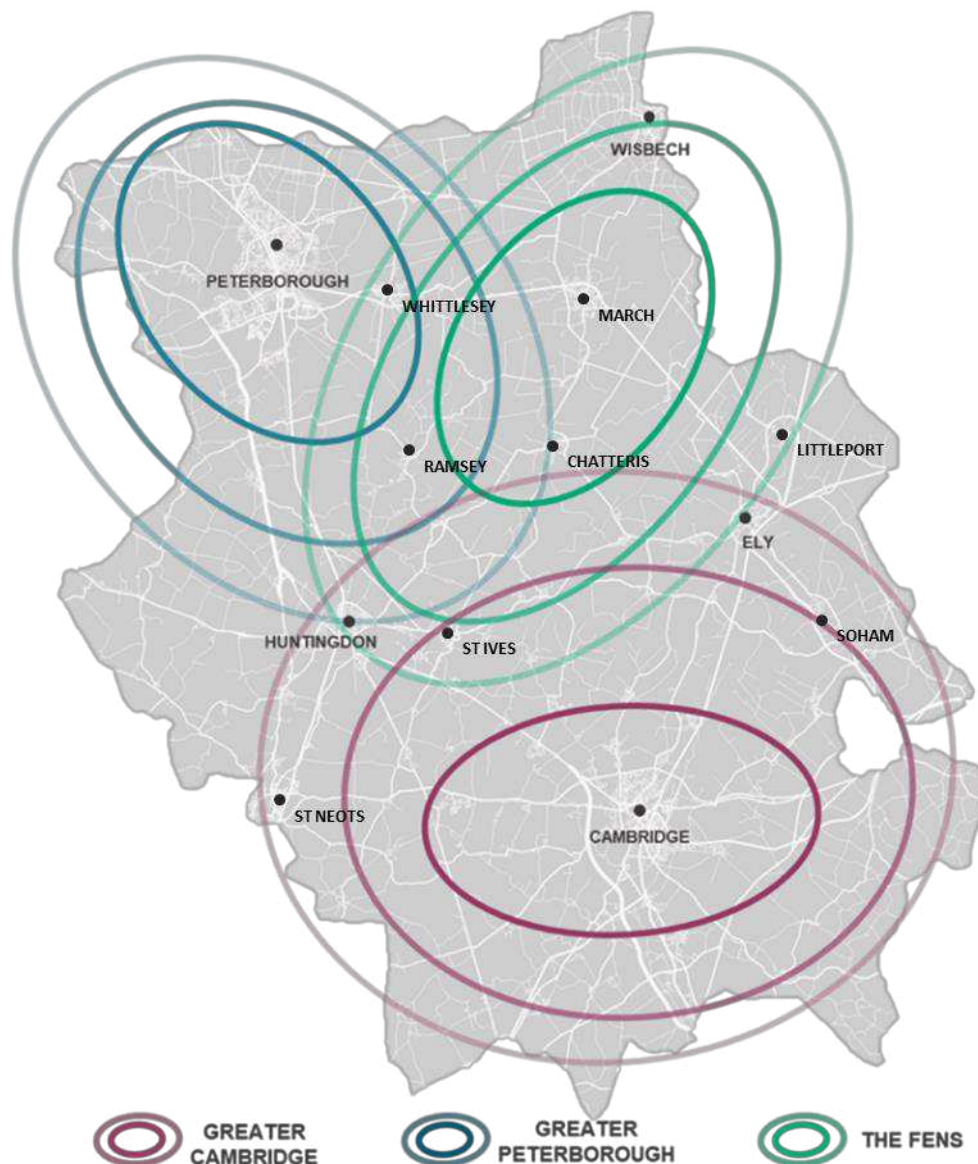


CASE FOR CHANGE

The CPIER & EGS identify three distinct economies within CPCA, with their own challenges and opportunities (shown below). Market towns are spread throughout the CPCA, but are located primarily

within the Fens, and the outskirts of Greater Cambridge and Greater Peterborough - rural areas identified as having persistent performance challenges, particularly compared to their urban counterparts in the region. Four of the Market Towns are situated in Fenland, four in Huntingdonshire, and three in East Cambridgeshire.

Figure 2. CPCA Sub-Economies and Market Towns



Source: CPCA Economic Growth Strategy (2022), with market towns overlaid.

The CPIER identified that, despite up to a quarter of the CPCA population living in market towns (and nearly the same again in surrounding hinterland), there has been a distinct and long-standing lack of strategic focus and investment targeted towards market towns, with an associated economic disparity seen between rural and urban areas.

CPCA market towns and surrounding rural economies have been characterised in recent years as having relatively low productivity, low wages, and associated pockets of income deprivation. This challenge is particularly acute in the more northern market towns in Fenland and Peterborough, where gross weekly pay is nearly 10% lower than the regional average³ and gross disposable household

³ ONS: Annual Survey for Hours and Earnings (2022), average for Fenland and Peterborough

income is 16% lower than the regional average.⁴ Employment in market towns skews towards lower occupational skill levels compared to urban areas, particularly in The Fens and Peterborough, where long standing patterns are linked to the nature of employment driving industries operating in the area, particularly agriculture.⁵

There also exists educational disparity between market towns and the rest of the CPCA. The difference in the percentage of young people achieving GCSEs in Maths and English by age 19 between Cambridge & South Cambridgeshire and the average for the rest of the CPCA is 14 percentage points.⁶ This is most severely felt in Fenland and Peterborough where the average is 62%, 10 percentage points below the national average of 72%, and 20 percentage points below the level seen in Cambridge and South Cambridgeshire.

The above challenges felt in market towns and surrounding rural economies combine and contribute to wage and access to job challenges for the local communities. As identified in the CPIER, income levels and associated pockets of poverty is reducing levels of spending in local market town economies, which in turn is leading to a **reduction in retail, entertainment, and general service offer in towns** as businesses find it harder and harder to operate sustainably. This is in turn leading to a reduction in employment and access to jobs for local residents, which feeds back into, and exacerbates, all the above challenges.

There is a clear need to need to:

- reinvigorate market towns
- create inclusive jobs
- protect local services and assets
- tackle educational deprivation

Not responding to these challenges risks continued reduction in access to services, community space, employment opportunities, and retail offering. Market towns have historically existed to provide services to local communities and residents, and although this identity is shifting slightly in the modern age, it remains important to protect to safeguard the vitality of town centres, protecting the employment offer to the local community, and reducing the economic disparity between market towns and urban areas. By tackling these challenges we can create stronger, more vibrant, more closely connected places, increasing access to jobs and employment, boosting income, amenity, and community vitality.

If protecting and emboldening market town local communities is the goal, then supporting businesses that also seek to support their local community should be a priority. **Social Enterprises** are businesses that have social, community, and environmental issues at their core; solutions are often sustainable, based on trade and cooperation, not on philanthropy. They generate income, which is redeployed to create jobs, invest in community projects, and green technology. The benefits are shared with everyone, not just a few that own or run the business; helping build community wealth by investing back into the community it serves. Additionally, a growing trend amongst consumers is a desire for businesses to offer more in terms of social responsibilities. For this reason the market towns programme phase 2 seeks to support and grow the Social Enterprise and community interest group ecosystem, supporting businesses and groups that will directly feed benefits back into their local communities.

Beyond the social benefits that social enterprises offer, is the economic contribution. **Social enterprises were worth £60bn to the UK economy in 2018.**⁷ The economic contribution to the local area will help address the economic disparity highlighted above.

Social enterprises operating in rural areas also often have a comparatively stronger focus on solving local challenges, whilst harnessing and bolstering local communities. They offer attractive employment to

⁴ ONS: Regional gross disposable household income, UK (2022)

⁵ ONS: Annual Population Survey 2022

⁶ DfE: Level 2 and 3 attainment age 16 to 25 (2022)

⁷ Social Enterprises UK report: 'The Hidden Revolution' (2018)

young people and support stronger community relationships. The co-working hub space model, promoting working with like-minded organisations in the community, helps develop both the business's sustainability and individual's resilience.⁸ Moreover, Social Enterprises have an important role to play in providing / retaining community assets within rural localities. These services contribute to the social and economic development of local communities, reducing social isolation, enhancing employment, and boosting local spending.⁹ This reinforces the case for supporting social enterprises to help tackle the challenges identified above.

Improving the local employment and service offer in market towns is also important to when considered alongside educational outcome and local skill improvement aims of the STEM activities. The CPIER notes that addressing skill issues without providing a greater mix of work opportunities is likely to lead to a disparity between the workforce and the local employment opportunities, with increased outmigration a potential consequence.

Community assets and services reduction examples

It is becoming increasingly clear that there is a market failure in many market towns in Cambridgeshire. **Access to services is in decline**, as noted in many market towns masterplans, and with many examples of closures of services including banks, pubs, and department stores. Key to the historic identity of market towns, indeed once their primary purpose, is the provision of goods and services to the surrounding population; protecting and revitalising these services is of vital importance, particularly given the vast population living in and around market towns.

Recent examples of bank closures in St Neots¹⁰, Whittlesey, and Chatteris¹¹ illustrate the reduction in in-person provision. Many of our main high streets now have large vacant spaces in them – especially, in many cases, where department stores previously stood (such as the old Beales unit in Wisbech). It can be challenging, verging on impossible, for local authorities to find the interest to revive some of these properties, with long-running negative impacts on a sense of pride in place with residents, and reputational damage elsewhere. This has been a long-running problem, though the pandemic has in some towns accelerated it with footfall at retail premises remaining below the pre-Covid level. There is a particular problem affecting pubs, where nationwide, from 2000 to 2019, pub numbers have declined by 13,600, or 22%. More recent figures, from the BBC, show that in the first six months of 2022, 24 pubs closed in the East of England, and nationwide the number of pubs is at its lowest ever level¹².

The concern, however, is not simply a lack of access to in-person retail, which, to at least some degree, is substituted for by online shopping (though of course, this works better for some than it does for others). The more significant problem is the loss of community space. Social capital is in general decline across Western societies, and the absence of places to meet or bump into each other is reducing human connections, with the potential to increase social isolation. This has consequent impacts on quality of life and ability to resolve disagreements in society peacefully.

CPCA already sees high levels of “barriers to housing and services deprivation” – a measure which includes road distance to amenities such as post offices, supermarkets, and GP practices. The below map highlights that currently CPCA has among the worst of this type of deprivation in the country – with many areas in the bottom decile nationally.

⁸ Olmedo, L., O'Shaughnessy, M. A Substantive View of Social Enterprises as Neo-endogenous Rural Development Actors. *Voluntas* (2022)

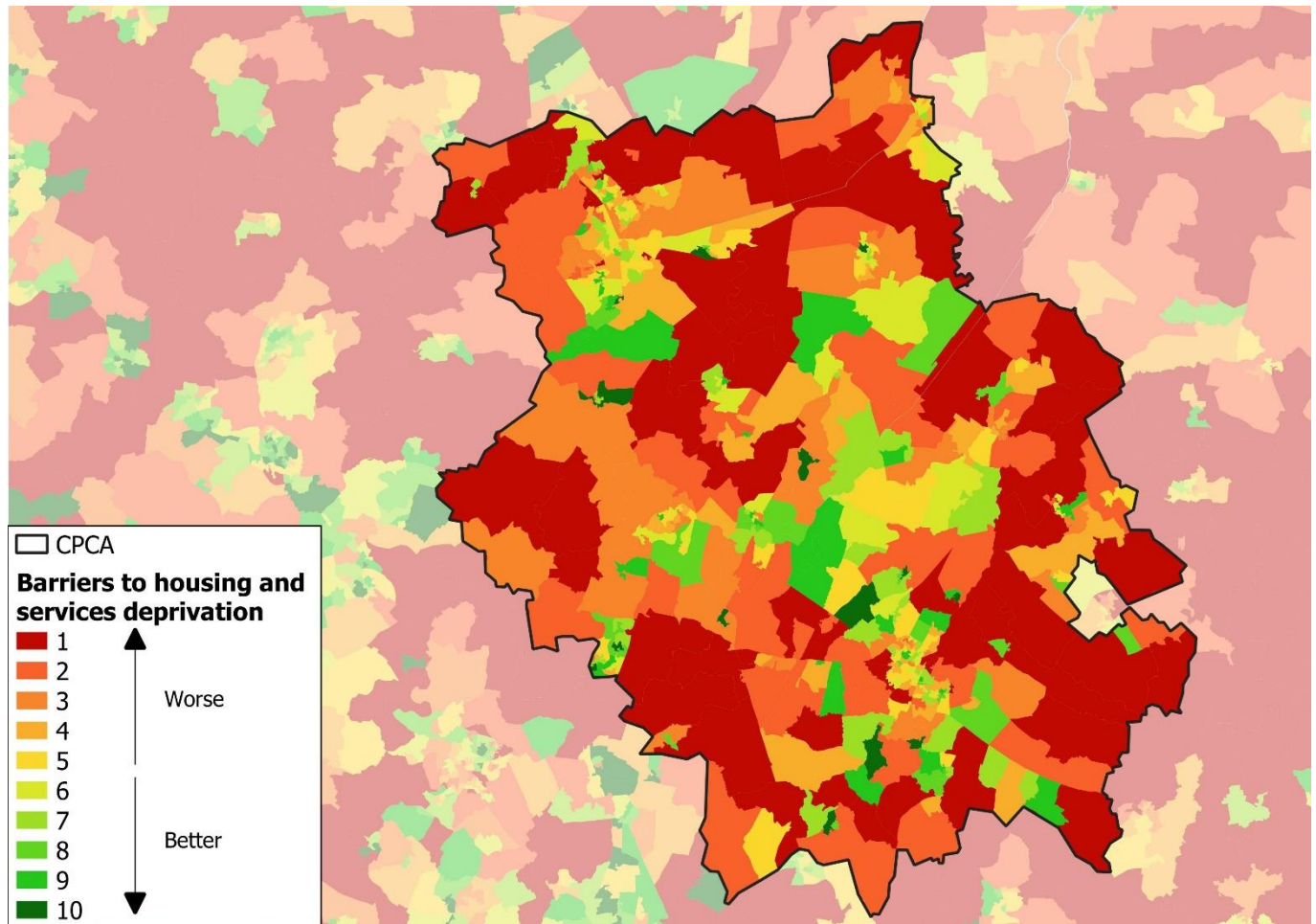
⁹ Steiner, A., & Teasdale, S. (2019). Unlocking the potential of rural social enterprise

¹⁰ <https://www.cambridge-news.co.uk/news/local-news/natwest-st-neots-branch-closing-25253755>

¹¹ <https://www.peterboroughtoday.co.uk/business/barclays-close-branches-whittlesey-and-chatteris-137088#:~:text=Barclays%20is%20to%20close%20its%20branches%20in%20Whittlesey%20and%20Chatteris.&text=The%20Whittlesey%20branch%20in%20Market,closes%20on%20Friday%2C%20May%2010.>

¹² <https://www.bbc.co.uk/news/business-62031833>

Figure 3. CPCA barriers to housing and services deprivation (IMD 2019)



Source: MHCLG

CASE FOR INTERVENTION

Overall, market town services, businesses, and communities continue to face compounding challenges, that risk negatively impacting their future vibrancy, economic potential, and social vitality.

In order to address the key challenges identified above, there is a case for investing in communities and businesses to support: community ownership of local assets, protecting key town centre and high street assets.

Given the underpinning cost of living challenges and local place-making priorities set out in the Economic Growth Strategy, there is also a case for supporting businesses with a strong social purpose and inclusive governance and employment approaches to develop hub spaces to support the growth of the Social Enterprise ecosystem. The impact of not intervening will be a continued lack of vital funding for businesses that could make an important social as well as economic contribution to their local community.

Boosting the local **Social Enterprise ecosystem** through the implementation of Social Enterprise Hub space will enable the SE sector to trade with the local public and private sectors, shaping the local markets and organisational behaviour to increase social value throughout the local economy. Additionally the hub(s) project will contribute to the key enablers in strengthening the local entrepreneurial ecosystem and growing the social economy in the region by (directly, or connecting to networks which):

- Provide business support and advice - supporting businesses at all stages of their development to start, sustain, grow, and innovate, including through local networks.
- Building on local assets and networks.
- Raising awareness of the enterprises, assets and allies those organisations can work with to add value to individual effort.
- Community outreach- including targeting and inspiring potential social entrepreneurs from disadvantaged backgrounds so that they can use their lived experience for the benefit of their communities.

Soft market testing has shown that there is demand for the type of co-working space proposed to be offered in the hub(s); engagement with providers in the sector point towards a pipeline of demand for users but a lack of ability to expand/create more space without assistance. Some providers offering space do so at a discounted rate for social enterprises and third sector organisations, a possible option to be explored during design of the grant criteria. The additional community space and retail offer potentially provided by the hub(s) is aligned to the challenges identified in many market towns masterplans, in which such space is noted to be reducing.

The case for intervention is strong and their benefits are likely not to be accrued without CPCA intervention as hub(s) are unlikely to come forward in market towns without the funding. The associated benefit of the new hub spaces is not about transferring jobs from elsewhere into the towns, but about supporting and leveraging local social enterprises and business ecosystems linked to the community to establish and grow, whilst making use of vacant and underused sites.

Intervening to support **Community ownership** of local assets can achieve several goals in one go. Firstly, it can improve social capital and social infrastructure in a town or village, by bringing people together around a shared project. There are various stages of work – putting together a proposal, renovating a building, developing a business model – which all require active participation across the community. Additionally, the model for ownership should involve the opportunity for any in the community who want to, to buy shares in the venture, giving them a stake in its success and a role in its management. This links to another benefit – that capital can be accessed, from private individuals with a personal concern for their place, generating funds for regeneration projects. Thirdly, community ownership allows the community to use the asset in the way that best meets the community's needs. For example, a community might take ownership of a pub, but then use it to provide additional services such as a post office, or a library, which wouldn't be provided if the venture was being run solely for commercial reasons. And finally, the net result is of place improvement, with more vibrant high streets and a greater provision of amenities.

Finally, there is a clear case for investing in youth education and extracurricular activities to address the educational disparities across the CPCA.

Due to the mix of businesses, organisations, and outcomes being targeted through this programme, there is a requirement to make available a variety of financial products from the overall £2.5m budget. Based on soft market testing / scoping carried out during the development of this full business case this should include three Funding Streams:

- **Funding Stream 1:** grant funding to community interest groups (alongside business advice) to support communities to establish community owned businesses, taking local assets into community ownership
- **Funding Stream 2:** grant funding to support establishment of Social Enterprises hub(s) in market towns for the provision of new community space, business start-up, growth, and co-working space promoting knowledge sharing
- **Funding Stream 3:** grant funding to run a series of STEM exhibit events throughout CPCA market towns, boosting young people's engagement with STEM.

Option appraisal carried out as part of the development of this full business case identifies a preferred delivery method for Funding Streams 1 & 2 of delivering grants through an external organisation that will

act as fund manager, with responsibility for scoping opportunities and reviewing applications (with input from a newly established Advice Board made of key CPCA stakeholders). Detailed options are discussed in the Economic, Commercial, and Financial case of this FBC.

POLICY ALIGNMENT

Additional to the alignment with wider CPCA priorities outlined at the start of this strategic case, there is clear alignment between the proposed interventions and local and national policy.

Local Strategic Fit

Market Town Masterplans

The proposed interventions are clearly aligned with aims and priorities set out in many of the market towns masterplans. Some examples include:

- Two of the key asks in Wisbech: Market Town Masterplan are to “Support cohesion and community shared space” and a “Town Centre Improvement Initiative”, both of which are clearly impacted positively by the proposed interventions.
- Littleport Masterplan identifies that the town centre is facing a number of challenges including “Town centre uses such as community and leisure are declining”, and “Businesses and other activities are relocating out of the town centre”.
- Chatteris masterplan includes proposals that the “community needs to take ownership of the town to drive improvements”.
- Whittlesey masterplan outlines that there exists a local “well-educated population – but not enough jobs in the town”, and that “there are not enough shops in and around the town centre, and the overall retail offer is not diverse or distinctive enough to compete with the wider range of shops available elsewhere”.

CPIER

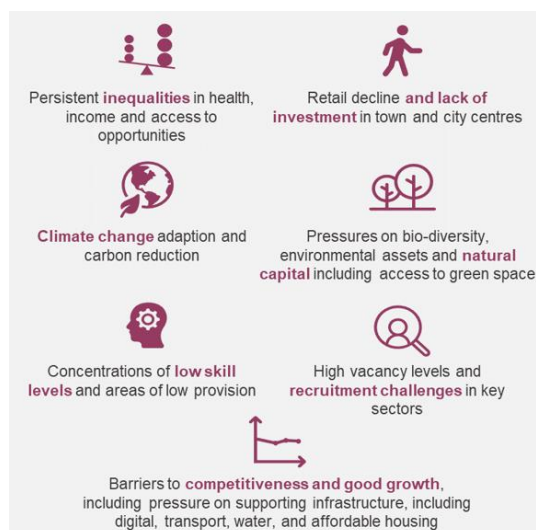
As stated earlier, The CPIER (2018) established that market towns were a significant part of the CPCA economy but had much less strategic focus than the cities of Cambridge and Peterborough. There has since been a priority to address the disparity seen between the urban centres of Cambridge and Peterborough, and the rest of the CPCA including market towns.

Cambridgeshire and Peterborough Economic Growth Strategy (2022)

Supporting community owned and social enterprise businesses, enabling the community to take control of an asset of importance to the community – which could be a cultural venue like a theatre, a sports ground, pub, shop, or other asset, is well aligned with the Economic Growth Strategy as well as the below Sustainable Growth Ambitions, enabling inclusive growth and reducing economic inequality between market towns and other areas, whilst bolstering community infrastructure.

The EGS highlights persistent inequalities in income and access to opportunities, as well as retail decline and lack of investment in towns as two key challenges/threats to good growth, both of which are directly targeted by the proposed interventions.

Figure 4. Summary of challenges and threats (Economic Growth Strategy)



CPCA Sustainable Growth Ambition

The proposed programme of interventions discussed in this full business case focuses primarily on delivering against the Key to reduce inequalities. However, this intervention has is aligned to, and addresses all the Six Keys in the Sustainable Growth Ambition in different ways:

- **Health and Skills** – some market towns, particularly further north, face challenges around health and education deprivation. Although this programme will not directly tackle these issues, by strengthening community infrastructure it will create a better framework for residents to live healthier lives – having more social contact, one of the key variables associated with higher life expectancy and life satisfaction. Additionally a STEM programme will help boost engagement of young people with science, giving them the inspiration and information they need pursue a career in STEM.
- **Climate and Nature** – many of our market towns are on the front line of climate change, particularly those in the fens. Rising sea levels and flooding will be challenges facing these low-lying towns surrounded by water. The scope of third sector and community groups supported by this programme will include those dedicated to improving local environments and responding to the climate adaptation challenge.
- **Infrastructure** – community infrastructure includes all the places which are valued by the community, such as shops, pubs, cultural facilities, and health and education provision. Recent, well publicised challenges on the high street, following the pandemic and growth in online shopping, have damaged this community infrastructure in many of CPCA's market towns. This programme is designed to protect existing, and create new, community infrastructure by allowing communities to take ownership of the things that matter to them.
- **Innovation** – there are great examples of innovative businesses in CPCA's market towns, such as Stainless Metalcraft in Chatteris and the NIAB AgriTech Centre in Soham. However, much innovation remains untapped because people lack the support or facilities to begin a new business. This programme of creating space and financial support for small businesses with a social focus will nurture "inclusive innovation" – innovation where the benefits do not just accrue to the business owner but are spread amongst the community.
- **Reducing Inequalities** – within CPCA's market towns are both desirable and deprived areas. While some of this deprivation is visible, much rural deprivation is hidden, by being spread within a community rather than concentrated in a particular neighbourhood, as is more common in cities. By

providing support for social enterprises this programme will empower those within communities who are keen to make a difference, by enabling their ideas to bear fruit for the people in their places.

- **Finance & Systems** – cities naturally attract more financial capital, due to the strong networks connecting business and investors. Cambridge is the UK capital of venture capital investment outside of London. This initiative therefore seeks to direct business support to places where less of it accrues naturally.

Targeted support of **Social Enterprise** is one of the best ways to effect positive economic, social, and environmental change; it's a way to shape Cambridgeshire and Peterborough for the better for the benefit of the whole of the region's society. The sector, therefore, is a key component of the Combined Authority's vision for growth through compassion, cooperation, and compassion and has a central role in delivering against the six keys to growth, with solutions for improving lives, reducing the health and economic inequalities outlined in the sections above.

Additionally, central to the **strategic priority to reduced inequality** is the need to build social capital, defined as the 'network of relationships between people in a particular society, enabling that society to function effectively'. In essence, a group of people becomes a community if and when it has social capital. The CPCA has a strategic priority to build social capital to complement improved skills and help to reduce the inequality in life expectancy. The community owned businesses will help to deliver this strategic priority because the process of setting them up will be collaborative one, involving members from across the community. Many of the businesses will offer a social venue, such as a pub or café, which will drive further interaction, and hence building of social capital.

Cambridgeshire and Peterborough Local Skills Report (Jan 22)

The educational disparities across the CPCA are clearly highlighted within this report (quote below). The STEM exhibition programme seeks to intentionally target areas of lower aspiration, lower engagement, and lower outcomes as a way of improving young people's awareness of STEM and the opportunities and routes available to them.

"Within the Indices of Multiple Deprivation, Fenland is ranked third of all 316 local authorities nationally for Education, Skills and Training need, where 1 is most deprived. Peterborough is ranked 31st, which is the second lowest rank across the Combined Authority. These two areas show much higher levels of deprivation compared to other districts in the area. This directly translates to lower educational attainment. East Cambridgeshire also shows higher levels of relative deprivation for Education, Skills, and Training relative to its overall deprivation rank."

Fenland and East Cambridgeshire Priority Area

The STEM exhibition programme will help to deliver on the Fenland and East Cambridgeshire Priority Area, which aims to help all young people in the area to reach their full potential. In particular, the priority area seeks to address "entrenched underperformance, including in literacy and numeracy". The STEM exhibitions will help inspire children to learn more about science, to see the value of the skills that they obtain at school, tackling challenges with educational deprivation and disparities throughout CPCA.

National Strategic Fit

Levelling Up White Paper

The Levelling Up White Paper outlines a number of strategic missions that the government aims to achieve by 2030, that aim to improve the socio-economic outcomes across the UK:

The first is to 'spread opportunities and improve public services, especially in those places where they are lacking'.

- The STEM exhibition programme helps to deliver the skills aspect of this mission, by help young people to interact with science in an enjoyable way, and hence provide them with the inspiration that is needed to turn a general aspiration into a specific ambition. In the long run, this means that more will pursue the high-quality skills training that is identified as desirable in the white paper.
- The community ownership of local assets helps to deliver the amenity aspect of this mission, because the community selects which asset to save, and what amenity it provides. Hence, the assets will be set up and provide the amenity that the community believes would deliver the most value.

The second is to 'restore a sense of community, local pride, and belonging, especially in those places where they have been lost'.

- The social enterprise hub will help to deliver this by providing business support to a region of the country that has historically received less investment, and by facilitating the establishment of businesses that have a strong positive impact on the places in which they work.
- Community ownership of local businesses will help to deliver this mission by providing an asset for which the community has strong sense of ownership. Members of the community will be involved in selecting the asset and deciding how it will be managed. from the close involvement in saving and managing the asset.

As a subsection of the Levelling Up agenda, the government has set up a community-ownership fund since they have identified community-owned businesses as a valuable way to 'empower communities in left behind places to level up'. As such, the community-owned business project is well aligned with current government policy.

CLIMATE CONSIDERATIONS

This programme is anticipated to have limited impact on nature and the environment, though what impact it does have will likely be positive. By providing community services closer to where people live through community owned services, car travel should be reduced, with more people choosing healthier and greener options for local travel.

Assessments of carbon biodiversity impact have been deemed not applicable, as we are not proposing any new development as part of this business case.

AVAILABLE PRODUCTS - SPECIFIC DELIVERABLES/OUTPUTS

Detailed commercial options and delivery models are available in the Commercial case. Below is a summary of the projects within the Market Towns Programme phase 2, and how they are proposed to work.

Funding stream 1 - Community ownership of local businesses

Through this funding stream, the CA is looking to establish a dedicated support programme, community "support package" and bursary funding for community groups in Cambridgeshire & Peterborough, with a focus of revitalising assets in market towns and rural hinterlands. CPCA is looking to allocate a total of £800k grant funding to community interest groups and third sector organisations up to a maximum of £50k each to take up the ownership and operation of local pubs and assets that are **vacant or at risk to closure**, revitalising assets whilst protecting and providing key local amenities that will benefit the community. Soft market testing has already shown a pipeline of potential opportunities in market towns.

The preferred delivery model is that a **dedicated third sector fund manager** would be awarded £120k over two years to manage the allocation of £800k grant funding to community groups on behalf of CPCA (as the Accountable Body) as well as providing support to businesses in the application and set up process.

The grant given to the community interest groups will cover early-stage costs of establishing a community business / setting up a community pub, such as registering as a Community Benefit Society, property valuations and surveys, legal fees, architects fees, etc (grants in the range of £2,000-£10,000 to c.a. 25 organisations). The grant will leverage the community investment and provide an incentive to communities to think about the potential of taking an asset into community ownership. Follow up larger grants (in the range of £40,000-£48,000) will be given to c.a.15 organisations which demonstrate strong viable proposals, high impact and capability to raise communal investment from the community partners and other funding bodies. The follow up grant will be used to cover capital development costs of the pub/public asset. The suggested number of grant recipients is based on statistics provide by Plunkett Foundation, engaged as part of soft market testing, and a market leader in delivering this type of programme.

Advice is to be provided by the third sector fund manager during the set-up process but once the community businesses have been fully established, the community groups will have full ownership and responsibility for the running and operation of the assets.

Funding stream 2 - Social enterprise hubs

Through this funding stream, CPCA is looking to allocate a total of £1.25m grant funding for the creation of one or more social enterprise hubs in Cambridgeshire & Peterborough, with a focus of supporting social entrepreneurship in market towns and rural areas, providing co-working / business startup space for social enterprises alongside community space and a retail offer.

The preferred option for this funding stream is that the fund will be directly allocated to the Social Enterprise East of England (SEEE) as **primary social enterprise operator in the region**. SEEE will act as fund manager and be responsible for the allocation and management of the grant to third sector organisations that deliver accordingly to the purpose and criteria of the grant fund. A panel made of CPCA's economic development and Growth Works, regeneration, and community team senior officers and SEEE representatives will set out the criteria and assess the bids. SEEE will then enter into grant agreement with the awarded organisations. CA members of the panel would also be expected to help connect/refer third sector organisations with the support available.

Once the criteria has been set out and grants have disbursed via a **competitive bidding process** to third sector organisations, the third sector organisations will use the grant to establish the hub(s), covering cost of acquiring the building and fitting out in line with criteria set out. The third sector organisation will be responsible for ownership and operation of the hub(s).

Funding stream 3 - STEM exhibition programme

Under this third funding stream, CPCA intend to disburse a £200k grant to support the capital element of an educational programme, to be delivered via pop-up science centres, located in community asset buildings in the Cambridgeshire & Peterborough market towns. The pop-up centres will be accessed by children, families, schools and adult groups and aim to raise awareness and aspirations for STEM related study and careers.

SMART OBJECTIVES

We have established a set of SMART objectives, aligning to different strands of the work programme. These are all for the two-year time period.

Community Ownership Fund

- To provide a credible source of funding (up to £50,000) to support 15 local community interest organisations in taking a local asset into community ownership.

Social enterprise hub(s)

- To provide funding for Social Enterprise hub(s) to be established in CPCA market towns, with c.1,000m2 of space to support the establishment and growth of local social enterprises, charities, and the wider SE ecosystem.

STEM exhibits

- Engage 9,200 pupils schoolchildren with the STEM exhibits through a two-year programme of science exhibits across CPCA market towns

PROJECT OUTCOMES/IMPACTS

Our success outcomes and metrics align to five of the CPCA's Performance Management metrics.

4. All Business (Main theme: Economic Growth)

By supporting 15 community business we will be increasing the business birth rate, as well as reducing the business death rate through preventing businesses from closing, and instead supporting them into community ownership. Our social enterprise hub will also support new businesses to come into being, and to scale up. We will measure both births and deaths prevented rates through the programme, as well as the number of businesses who have scaled up, using evidence such as increased employment.

5. Productivity (GVA per job) (Main theme: Economic Growth)

Community ownership can add value to work by bringing in the community voice to decision making, thus allowing businesses to better provide the services the community needs. By integrating more community services – for example a pub incorporating post office and banking services – we will increase the added value of the businesses to the community.

We will use amount of employment – through both the community ownership programme and the social enterprise hub – to monitor how much business level productivity has improved. This is not directly comparable to GVA per job, but provides a good proxy.

Longer term, we expect that engagement with STEM exhibits will encourage young people into higher value occupations in STEM areas – though measuring this is beyond the scope of this programme.

6: Number of small areas (LSOA) in the CPCA within the top 10% most deprived nationally according to the IMD (Main theme: Reducing Inequality)

As noted above, many areas in the CPCA are in the worst decile for barriers to services and housing. By reducing road travel times to shops and post offices (integrating these services into community owned businesses) we can improve the performance of LSOAs on this domain. Currently 60 LSOAs are in the bottom decile which is 12.3% of all LSOAs. This compares to 10% for England. In the next review to take place of the Indices of Multiple Deprivation after the end of the programme, we would expect this to fall to being in line with the national average – which would mean eleven fewer LSOAs in the bottom decile.

It should be noted that the Barriers to Services and Housing domain constitutes only 9.3% of the overall IMD score, so the effect on total IMD will be more muted¹³.

Longer term, we might expect levels of education, skills, and training deprivation to improve due to better KS2 and KS4 attainment – though monitoring this is outside the scope of this programme.

Across these metrics, we anticipate particular benefits to disadvantaged individuals and groups. As the CPIER highlights: “Undoubtedly, there are economic trends which are not kind to small towns: decline of traditional industries and the rise of ‘footloose’ technological industries; the rising importance of the knowledge economy, with its emphasis on proximity to, and collaboration with, other workers from a wide spectrum of disciplines; an increasing preference among the young to live in urban environments; online

¹³ See

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/833951/loD2019_Technical_Report.pdf for more details

shopping replacing the traditional high street; and a declining importance in arable land ownership for economic power since the industrial revolution.”¹⁴ By supporting businesses in these areas, we are making a conscious choice to tackle this economic issue and those it affects. Similarly, as noted above, many children in rural areas of Cambridgeshire are performing less well at school. By providing exhibits in these areas, we are consciously targeting those in need of most help.

CONSTRAINTS

There are two primary external constraints that have been placed on this project:

1. The overall funding envelope is £2.5m. This means that careful financial management is required to ensure all the outputs are delivered without overspend.
2. The funding that has been allocated can only be spent on capital. This means that only durable assets can be acquired, along with supporting activity needed to acquire the assets.

DEPENDENCIES

As specified above, the project is required to only spend money on capital investment, and so it is entirely dependent on external partners to provide money that is needed to use the assets. This means that the project is dependent on the external partners having both the inclination and the capacity to deliver this.

¹⁴ <https://www.cpier.org.uk/media/1671/cpier-report-151118-download.pdf>

ECONOMIC CASE

INTRODUCTION

The purpose of this economic case is to give reassurance that this programme will provide value for money. The business case is asking for significant investment from CPCA, which needs to be invested wisely.

The Economic Case below has been conducted in line with HMT Green Book guidance and:

- identifies a **long-list and shortlist of options** based on factors identified in the Strategic Case
- assesses these options against the critical success factors
- sets out the **costs associated with the shortlisted options**
- describes the approach taken to **identify and quantify the potential benefits** of the shortlisted options
- based on the above, sets out the **benefit cost ratio** (BCR) of the shortlisted options.

APPROACH TO ECONOMIC CASE

Based on the challenges and opportunities set out in the strategic case, a series of interventions in CPCA market towns to boost local business and skills in local communities, has been identified as a proposed solution to address local challenges in access to services (including extracurricular education activities).

The objectives of the interventions (Market Towns Programme phase 2) will be to:

- Boost performance of CPCA market towns
- Boost social capital by promoting growth in Social Enterprise and Community Ownership, thereby building a much stronger bond between individuals, community, and place
- Increase local access to services (particularly retail and hospitality)
- Create and safeguard jobs in SE and Third Sector, enabling wider social benefits
- Boost aspirations of young people through engagement with high quality STEM extracurricular activities

CRITICAL SUCCESS FACTORS

The potential options for delivery of the Programme must address the rationale for intervention and meet intended objectives and outcomes as stated in the Strategic Case, as well as aligning with local and regional strategies. They must also represent value for money, be deliverable, affordable and commercially viable.

The following critical success factors (CSFs) are used to assess each delivery option:

Strategic fit: How well the option meets needs and service requirements, and the CPCA's spend objectives. The options must: boost social capital including sense of community, local pride, and belonging; boost skills and promote high quality jobs; address sustainable growth and recovery goals,

Value for money: Options must be additional and complementary to wider activity, have the potential to offer public value and represent good use of CPCA investment.

Supplier capacity and capability: Options must be deliverable by potential suppliers. For example, options are likely to be limited if there is a lack of experts to deliver tailored business advice.

Affordability: Options must be aligned with resourcing constraints and be commercially viable e.g., demonstrate robust cashflow projections and match funding availability.

Deliverability: Options must be deliverable within the parameters of the 2-year initial investment timeframe, and there must be sufficient organisational capacity and capability to support this.

OPTIONS ASSESSMENT

An options appraisal was carried out in the preparation of this Full Business Case. A summary of the long-listed options considered are shown in the table below.

Option	Description	Shortlisted?
Do nothing	No additional intervention beyond existing Growth Works business advice and support activities	Yes. The do nothing approach provides the obvious benefit of saving public money but misses the opportunity to address any of the challenges set out in the strategic case. Under the do nothing it is expected that a low level of community ownership may occur naturally.
Do minimum	£2.5m Budget used to bolster current Growth Works business advice provision	Yes. The do minimum provides the option against which the preferred way forward will be tested. It considers an option in which the allocated budget for this programme of work is instead allocated to bolstering the existing business advice delivered within the CPCA by growth works. Under this option general business growth will continue to be supported across CPCA but the specific local aims of supporting social capital and community sense of pride will not be addressed. It also doesn't tackle the educational deprivation challenges as set out in the strategic case.
Intermediate option 1	Run a STEM engagement programme only	No. Although this option would save a significant amount of the budget, it is limited in the outcomes it can achieve – it doesn't address the strategic priority of supporting the development of local communities and social capital, nor does it support businesses growth in market towns.
Intermediate option 2	Establish a single SE hub in one of CPCA market towns	No. Under this option a single site would be identified for the establishment of a social enterprise hub in one of the market towns. Although this provides the potential to save some of the budget and is well aligned to the strategic goals of the Market Towns Programme phase 2 programme, it lacks the holistic approach to developing the wider ecosystem of SE and community interest groups / community ownership groups in the region. Establishing a single site as the only intervention within the Market Towns Programme phase 2 also leaves the programme more vulnerable to risk in terms of achieving the desired benefits.

Intermediate option 3	Multiple SE hubs established across market towns	<p>No.</p> <p>Potentially a better approach than establishing a single site – if multiple sites were supported through an umbrella organisation there is the opportunity for much wider knowledge and benefit sharing, and SE ecosystem development. This option also offers the benefits of the hubs to a larger population group by establishing in multiple towns rather than a single location. However, use of the full allocated budget for SE hubs has the potential to reduce the scale and range of potential benefits of the programme, and misses the opportunity for addressing community ownership goals and educational deprivation challenges identified in the strategic case</p>
Intermediate option 4	Full budget used for supporting Community Ownership businesses	<p>No.</p> <p>To ensure the best ongoing results for community groups supported through a community ownership grant scheme it is important to ensure the best opportunities are targeted with a clear and robust level of planning shown by each community group applying.</p> <p>The aim of community ownership grants is to establish truly community owned assets, increasing the scale of investment beyond a certain level runs the risk of moving from grants to support community ownership to an investment fund, inhibit true community ownership.</p> <p>This option also doesn't target the skills challenges identified in the strategic case.</p>
Intermediate option 5 (Preferred option)	Programme of interventions: funding for SE Hub(s) and Community Ownership, and a STEM pop-up exhibit programme	<p>Yes.</p> <p>Within budget and deliverable with the right partners.</p> <p>Delivering a package of interventions across a range of complementary areas provides the opportunity for array of benefits to be realised, whilst reducing risk that any one component under delivers on the desired benefits. Complimentary interventions aimed at the strategic targets gives different avenues to success whilst bolstering each other through development of the SE and community interest group ecosystem.</p>
Do maximum 1	As the Intermediate Option 5 above but with increased funding per community ownership business	<p>No.</p> <p>The funds being provided by the Combined Authority are designed to support, but not replace community funding when looking to take a local business into community ownership, increasing per business funding risks inhibiting genuine community ownership.</p> <p>Given a fixed budget, allocating a larger share of the budget to the community ownership stream in order to increase the grant amount per business also presents the challenge of making the SE hub(s) and STEM engagement programme less deliverable within budget.</p>
Do maximum 2	As the Intermediate Option 5 above but with an aim to establish an SE hub in every market	<p>Yes.</p> <p>This option is shortlisted as the 'do maximum' option which would deliver the benefits most aligned to the rationale set out in the strategic case. However, it presents obvious funding challenges.</p> <p>To deliver this option either:</p> <ul style="list-style-type: none"> the scale of the hubs in each location would have to be greatly reduced.

		<ul style="list-style-type: none"> a high level of match funding would need to be available from partner organisations. or a larger budget than is available for this programme would have to be utilised.
Do maximum 3	As the Intermediate Option 5 above but with the aim to establish permanent STEM exhibits in every market town	<p>No.</p> <p>A key benefit of delivery of the STEM engagement as pop-up exhibits is the ability to reach multiple market towns within a low budget due to the ability to flexibly utilise public asset space for a short period when available (such as space in a local library) at a low or negligible rental cost. Establishing a permanent site in each town would sky rocket the running cost of the programme, due to rental costs, making it unachievable.</p>

OPTIONS SHORTLIST

The assessment of the long list of options produced the following shortlist:

Option 1 - Do Nothing: Growth Works existing provision

Option 2 - Do Minimum: £2.5m extension to business advice provision at Growth Works

Option 3 - (Preferred option): Programme of interventions: funding for SE Hub(s) and Community Ownership, and a STEM pop-up exhibit programme

Option 4 – Do Maximum: Option 3 plus aim to establish SE hubs in every market town

Option 1 - Do Nothing: Growth Works existing provision

The do-nothing option would not require any expenditure and would be the easiest course of action given it is a continuation of current provision. It doesn't directly address the needs identified in the strategic case however has been taken forward to shortlist stage as there is no specific requirement on CPCA to provide an additional intervention beyond the baseline so the 'do nothing' approach is a viable option.

Under this option there is no benefit beyond the ability to redeploy the proposed £2.5m funding elsewhere.

The consequences of the do-nothing approach is set out below:

- No option to expand support to specifically target community vitality, social enterprises, and community ownership.
- Educational deprivation continues to be a challenge in some market towns
- In the long term this option will lead to a continued inequality between urban centres such as Cambridge and the market towns as discussed in the strategic case.

Overall appraisal score against CSFs: **11**

Option 2 - Do Minimum: £2.5m extension to business advice provision at Growth Works

This option would involve providing advice to social enterprises looking to establish/grow and community businesses looking to take public assets into community ownership, supporting them to seek investment, find locations to set up, or implement new ways of working / connect with local networks to aid in growth of their businesses.

One key benefit of this approach is that CPCA currently commissions Growth Works to provide business advice as part of the package of measures aimed at encouraging business growth in the area. As such,

there is an existing delivery model that could be used to provide further and increased growth advice to local businesses in the target areas.

However, **challenges** of this option include:

- Advice alone likely not sufficient for many social enterprises which need space to set up in and space to grow while connecting into a wider SE ecosystem.
- Advice alone likely not sufficient for community groups looking to take assets into community ownership – which grant funding of the scale suggested under option 3 unlocks
- Given the unique market area involved in community ownership, an experienced partner may be better placed to provide guidance and business support to groups looking to develop.
- Doesn't target the skills challenges set out in the strategic case.

Overall appraisal score against CSFs: **10**

Option 3 – (Preferred option): Programme of interventions: funding for establishment of SE Hub(s) and Community Ownership, and a STEM pop-up exhibit programme

Based on the options appraisal scores, this option has been taken as the preferred option as it addresses all the critical success factors and addresses all the relevant challenges set out in the Strategic Case.

Social Enterprises are in need of space to set up, develop, operate, and grow, particularly in CPCA market towns. Hub(s) provide the opportunity for SE organisations to co-locate and develop an ecosystem alongside one another, whilst supporting the local business base and community. They hubs will also provide vital space for communities to come together, increasing access to amenities in the area and bolstering social capital in CPCA market towns. Additionally, it is expected that part of operation of the hub(s) will involve inclusive employment and skills training, supporting skills growth in the adult population.

Similarly, a funding stream to support community ownership businesses will help to increase access to community benefitting amenities and services in market towns, whilst promoting a greater sense of pride and belonging for local people.

Whilst there will be skills development benefits for adults involved in the SE hub(s) project, the pop-up STEM exhibits will engage and inspire young people, increasing aspirations, and reducing educational opportunity disparity across the CPCA.

By offering a mix of interventions this option would meet all the requirements of the strategic case.

Delivery options for each of the proposed interventions above are set out in the Commercial Case.

A full breakdown of indicative costs is set out in the Financial Case.

Challenges of this option include:

- Delivery of this option is more complicated as there are multiple types of funding stream to manage and methods of implementation including internal or external fund management.
- There are multiple procurement options (as discussed in full in the Commercial Case)

Overall appraisal score against CSFs: **15**

Option 4 - Do Maximum: Option 3 with aim to establish SE hubs in each market town

This option is the same as option 3 except that it also includes the goal of establishing a SE hub in each market town. It offers the same range of benefits, well aligned to the strategic case however is considered to be less deliverable within the allocated budget.

Challenges of this option are that in order to deliver either:

- the scale of the hubs in each location would have to be greatly reduced, reducing overall benefits to the community and SE businesses as the resources and assets available at the hub would likely have to be reduced to a level as to no longer be fit for purpose;
- a high level of match funding would need to be sought from partner organisations reducing the likelihood that the hub(s) could be delivered;
- a larger budget than is available for this programme would have to be utilised which is not currently seen as an option.

Overall appraisal score against CSFs: **12**

Shortlist options appraisal scores against critical success factors (scored 0 to 3)

	Meets spending objectives	Strategic fit	Offers VfM	Supplier capacity and capability	Deliverability	Affordability	Total
Option 1 - Do Nothing: Growth Works existing provision	1	0	3	1	3	3	11
Option 2 - Do Minimum: £2.5m extension to business advice provision at Growth Works	1	1	2	2	2	2	10
Option 3 - (Preferred option): Programme of interventions: funding for SE Hub(s) and Community Ownership, and a STEM pop-up exhibit programme	3	3	3	2	2	2	15
Option 4 - Do Maximum: Option 3 with aim to establish SE hubs in each market town	3	3	2	2	1	1	12

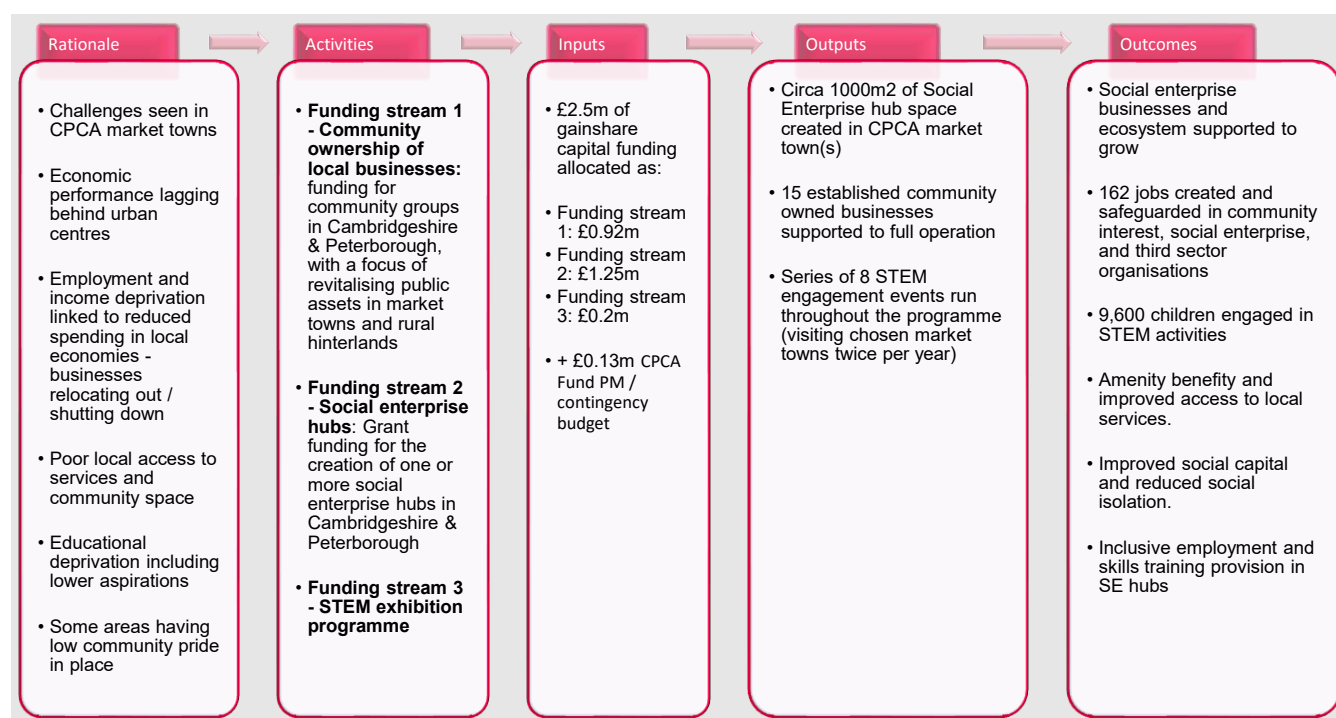
APPRAISAL SUMMARY TABLE

The Outcome Profile Tool has been used to further assess the business case. The use of the Appraisal Summary Table will be considered for the individual funding streams as the programme progresses.

OUTCOME PROFILE TOOL

Sustainable Growth Outcomes	Economic Growth	Health and Skills
Project outcomes	Social Enterprise hub(s) in CPCA market towns, supporting wider SE ecosystem development. Investment which supports third sector organisations Increase in social capital Key community assets saved from closure / restored through community ownership Increase in sense of community pride and belonging	Raised aspirations of young children Reduced educational deprivation Increased engagement with STEM and future potential.
Project outputs	Social Enterprise hub(s) in CPCA market towns, supporting wider SE ecosystem development. Investment which supports third sector organisations 160 jobs created/safeguarded in Social Enterprises, Third 7 jobs per year supported in business scale up 7 net indirect and induced jobs created in business supply	9600 people engaged in STEM extracurricular activities at pop-up exhibits Pop up exhibits ran twice per year in chosen market towns
Project measures	Employee jobs by district and by industrial code Employment in sector by district	Number of visitors to pop-up events
Limitations	The project measures listed above can be considered alongside monitoring data for each of the funding streams.	Despite the likelihood of occurring it is hard to ascertain future changes to educational results of children visiting the exhibits compared to current levels, or the proportion of which will go on to study STEM that wouldn't have otherwise, as such this has not been included in economic calculations.

LOGIC MODEL



ECONOMIC ASSESSMENT

The assessment of economic benefits vs costs has been undertaken in line with the best practice principles set out in HM Treasury Green Book and DLUHC Appraisal Guidance.

Assumptions

- Allocation of £2.5m gainshare capital funding

- All benefits have been adjusted to reflect current prices based on the discount rate of 3.5% in line with standard HMT Green Book guidance
- An appraisal period of 10 years has been used, starting in 2023/24.
- Under all options, spending is assumed to occur over the initial 2 years of the appraisal period.
- Employment benefits assumed to accrue over the second and third year of the appraisal period, with business scale-up benefits occurring over the remaining years. This benefit has been monetised using sector mean wages for the relevant industries.
- Persistence of 5 years has been applied to direct employment related benefits, one year persistency has been applied to induced and indirect employment created in the wider economy.
- Additionality (deadweight, displacement, and leakage) have been considered and applied in line with BEIS additionality guidance.
- Optimism bias of 10% has been applied, in line with the mid point of Green Book supplementary guidance on optimism bias for Standard Buildings. This is considered to be robust considering that it is on top of existing in built contingency cost.

ECONOMIC COSTS OF SHORTLIST OPTIONS

The economic appraisal undertaken in this Economic Case is based on an earmarked budget of £2.5m gainshare capital funding (details set out in the Commercial Case).

Option 1 Costs: Do Nothing: Growth Works existing provision

Under this option there are no associated additional costs beyond the do-nothing scenario.

Option 2 Costs:

Under this option, £2.5m would be used by Growth Works to bolster their current business advice provision.

Option 3 (Preferred option) Costs:

Full details of the capital costings of this option are provided in the Financial Case. A summary is shown below.

Fund Category	Total	FY 1 (2023 /2024)	FY 2 (2024 /2025)
Funding stream 1- Community ownership of local businesses	£920,000	£320,000	£600,000
Funding stream 2 - Social enterprise hubs	£1,250,000	£1,125,000	£125,000
Funding stream 3 - STEM exhibition programme	£200,000	£120,000	£80,000
CPCA Fund PM / contingency budget	£130,000	£60,000	£70,000

Option 4 Costs

Given current soft market testing, to deliver a larger system of SE hubs of the correct size and scale of across all market towns may conservatively require additional funding up to double that currently allocated to the SE hub funding stream.

ECONOMIC BENEFITS (INCLUDING ASSESSMENT OF DEADWEIGHT, DISPLACEMENT, AND LEAKAGE)

The benefits included in this section are:

- Social Enterprise and Third sector jobs created/safeguarded through creation of business start-up space, co-location space, retail space, and co-working space in the Social Enterprise hubs
- Jobs created/safeguarded through community ownership of assets.
- Indirect and induced jobs created in supply chains and wider economy as a result of establishment of hubs, community owned businesses, and associated growth.
- Spending generated in the local economy.
- Amenity benefit through development of vacant sites

SUMMARY BENEFITS TABLE

A summary of the monetised value of the benefits of each option (totalled over the appraisal period) is shown in the table below. The final row shows the discounted total benefits in today's prices (Net Present Value – NPV).

Benefit	Preferred option
Social Enterprise and Third sector jobs created/safeguarded through creation of business start-up space, co-location space, retail space, and co-working space in the Social Enterprise hubs	£2,138,873
Jobs created/safeguarded through business scale-up	£2,401,472

Jobs created/safeguarded through community ownership of assets	£1,168,311
Indirect and induced jobs created in supply chains and wider economy	£283,808
Visits to towns based on STEM exhibits	£42,778
Total benefits (NPV)	£6,528,940

Benefit 1: Direct jobs created

Creation / safeguarding of jobs through the regeneration of community assets under the community ownership scheme - restoring closed down pubs and other community assets to operation. On average, a pub or bar in the UK employs 11 people.¹⁵ Given that the pubs brought into community ownership under this scheme will be in early stages of operation, and potentially smaller than average, we have conservatively assumed they will each employ 6 people in the first years of operation. Based on 15 community owned pubs establishing during the programme, this equates to **90 jobs**.

Employment density guidance¹⁶ has been used to estimate the number of jobs that will be supported by the Social Enterprise Hubs based on the soft market testing carried out during this full business case, and the likely scale of space created for businesses to establish, people to co-work, and retail units to set up. The result of this modelling shows a potential for **70 jobs to be created/safeguarded** throughout the SE hub spaces.

Where the SE hub(s) are likely to have individual units for businesses to establish in, further business employment scale-up has been applied at a rate of 1 additional employee per unit per year. This results in **7 jobs created through scale-up per year**.

Jobs were monetised based on the median weekly earnings in the East of England for the relevant industries using the median of all workers, which is inclusive of part time employees (food and beverage, services).¹⁷

Additionality assumptions:

High Displacement of 75% (50% for scale up jobs) has been applied to the direct job benefits shown above, to account for that, in some cases, assets taken into community ownership may involve employment of staff previously working at the asset and so new jobs have not necessarily been created. This level of displacement also accounts for jobs created that are filled by volunteers at the social enterprise hubs, jobs that will not create the same productivity through wage benefit.

Low leakage of 10% has been applied. It is felt that this is reasonable given the aim to employ people from the local community.

This results in **37 additional jobs** over the first two years of operation of the programme + **3 net additional jobs per year** created through scale up

Benefit 2: Indirect and induced jobs in the supply chain and wider economy

¹⁵ ONS: Economies of ale report

¹⁶ [Employment Densities Guide \(publishing.service.gov.uk\)](https://publishing.service.gov.uk)

¹⁷ ASHE table 5.1a Weekly pay - Gross (£) - For all employee jobs: United Kingdom (2022) - broken down by region

Based on the jobs calculated from the above benefit, indirect and induced jobs in the supply chain and wider economy have been estimated using the appropriate sector multipliers.¹⁸

Additionality assumptions

No additionality has been applied directly to this benefit as it has been calculated based on the job numbers from Benefit 1 after additionality has already been applied.

This results in in **7 additional jobs** over the first two years of operation of the programme.

Benefit 3: Additional visits to towns due to STEM exhibits

Public walk ins from families, and associated visits to libraries and other public spaces in which the exhibits will look to be held, has been monetised based on the additional spend in the local economy (cafés, shops, etc), with an average spend of £11.14 applied based on a libraries survey carried out across Scotland, Wales, and NI.¹⁹

An estimated split between school visits and public walk ins of 60%/40% respectively has been applied to the estimated attendance of the STEM exhibits, based on soft market testing engagement.

School visits and associated medium and long term educational/employment benefits are considered too difficult to directly measure and monetise so have been included under wider non-monetised benefits below.

Additionality assumptions

High deadweight of 50% has been applied to account for the likelihood that many of these visits to the local area would have occurred anyway, with the visit to the STEM exhibit included as part of a wider day out.

This results in a net additional spend in the local economy of **£21,389 p.a.**

BENEFIT COST RATIO

Analysis of the costs and benefits as described above, and in line with HMT Green Book and DHLUC guidance over a 10-year appraisal period, result in the BCRs shown in the table below.

	Preferred Option
NPV Benefits	£6,528,940
NPV Public Costs	£2,625,737
Total NPV costs	£3,903,203
BCR	2.49

The preferred option delivers a Benefit Cost Ratio of **2.49**. This represents a high return on investment according to government guidance and benchmarks which defines the value for money (VfM) category as:

BCR	Value for Money
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¹⁸ > Multipliers - Supply, Use and Input-Output Tables - gov.scot (www.gov.scot)

¹⁹ alma-uk-report-2014-economic-value.pdf (scottishlibraries.org) £7.78 average spend in 2014, adjusted for inflation.

Less than 1.0	Poor
Between 1.0 and 1.5	Low
Between 1.5 and 2.0	Medium
Between 2.0 and 4.0	High
Greater than 4.0	Very High

SENSITIVITY ANALYSIS:

Sensitivity tests were carried out to test how sensitive the BCR of the preferred option is to reduced benefits from the expected level of the funding streams. Based on the fixed budget for the programme, and the contingency cost built into the financial case, an increase in cost has not been tested for, instead focussing on changes in benefits.

- Sensitivity test 1: 25% fewer community ownership pubs/assets fully established
- Sensitivity test 2: 25% reduction in SE hub space created
- Sensitivity test 3: Both of the above

The results of these tests are shown in the table below:

Sensitivity analysis	Core scenario	Sensitivity test 1	Sensitivity test 2	Sensitivity test 3
BCR	2.49	2.39	2.14	2.04

In fact, a BCR above 1.5 is sustained until benefits are reduced by 54%. The results of sensitivity analysis combined with the options appraisal show that, even allowing for significant downside risks, a positive net present value and BCR is sustained for the project even if the benefits of the project were to be significantly reduced. Even under such a scenario there remains a strong economic case for completing investment in the project in line with the preferred option.

NON-QUANTIFIABLE BENEFITS

Overall, this project delivers significant economic and social value through job creation and safeguarding in social enterprises, community owned businesses, and the third sector. There are however wider non-monetisable benefits of this project which are crucial to consider when looking at the true value of this programme of work. The value of increasing the social capital and community pride in place across CPCA market towns will have a much more profound impact that it is possible to capture strictly within the monetised benefits highlighted in the section above.

Wider non-monetisable benefits of the programme include:

- Boosting community pride in place through an increased sense of ownership developed through community ownership and management of local businesses.
- Boosting the economic and social vitality in the region's market towns (and reduced social isolation) both through the creation and safeguarding of vital community space as part of the Social Enterprise hub project, and the protection and regeneration of public assets and services through the community ownership project.
- Increased aspirations of local school children in market towns, leading to increased engagement with the education system and an increase in those pursuing further education, in particular in STEM fields, reducing educational deprivation across CPCA.
- Regeneration of vacant assets in town centres and high streets leading to increased access to amenities and contributing to town centre footfall.

COMMERCIAL CASE

INTRODUCTION

The purpose of this commercial case is to set out the commercial options and commercial assurance for the delivery of the three elements of the Market Town Programme phase 2 fund described in this business case – to ensure that best value is secured, and that positive relationships are in place to negotiate challenges in the course of the programme.

COMMERCIAL OPTIONS

Funding stream 1 - Community ownership of local businesses

Through this funding stream, the CA is looking to establish a dedicated support programme, community “support package” and bursary funding for community groups in Cambridgeshire & Peterborough, with a focus of revitalising public assets in market towns and rural hinterlands. CPCA is looking to allocate a total of £800k grant funding to a 15 community interest groups and third sector organisations up to a maximum of £50k each to take up the ownership and operation of local pubs and assets at risk to closure or already closed down. CPCA scoped the following options for delivering the grant:

#	Option	Response
1	Fund managed in house via funding call to community organisations	<p>Under this option, CPCA will manage the grant fund in-house and directly award the grant to community interest groups and third sector organisations via a competitive fund bidding process.</p> <p>This option would include the following broad stages:</p> <ul style="list-style-type: none"> - Funding engagement event / Eol launch - Funding launch - Applications assessment - Award - Grant agreement. <p>The applicant organisations will be asked to evidence the financial sustainability of their proposed commercial model as part of their bidding application and provide evidence of their capability and capacity to deliver, including their match funding. It is expected that applicant organisations will require specific support at bidding stage and prior to acquire any asset to develop viable and sustainable commercial model propositions. The funding award process will also need to be guided by panellists with the right expertise to validate the credibility and viability of the commercial delivery models proposed by the applicants and award the best solutions, limiting the risk of failure.</p> <p>This option is not recommended as CPCA does not have the capacity, capability, and expertise to deliver and manage such fund and support programme in-house.</p>
2	Award a third sector fund manager via a fund call to manage the fund launch, grant allocation and monitoring	<p>This option would consist in the selection of a third sector fund manager via a funding call. The awarded fund manager will have the expertise and capacity to manage the fund and grant allocation to third sector organisations, as well as provide a dedicated support package to such organisations.</p> <p>This option would include the following broad stages:</p> <ul style="list-style-type: none"> - Funding engagement event / Eol opens

		<ul style="list-style-type: none"> - Funding launch - Award of fund manager - Grant agreement <p>Under this option, CPCA will launch an EoI followed by a fund call to award a third sector fund manager that will responsible for the grant management, allocation process and reporting to CPCA. The selected fund manager will be a leader in the market for delivering such schemes and will need to prove the expertise and track record for delivering capacity building programmes and wider business support to community organisations taking ownership of public assets.</p> <p>Under this option, it is recommended that a panel made of CPCA's appointees and advisory experts from the selected fund manager will set out the criteria for allocation of the community business grants and approve final awards. The fund manager will then enter into grant agreements with the awarded organisations.</p> <p>This option is recommended due to high level of expertise and track record required to delivered such funding scheme and supporting programme. Management risks will be transferred to the awarded fund manager.</p>
3	Direct award to a third sector fund manager to manage the fund launch, grant allocation and monitoring	<p>This option would be possible if, following the Expression of Interest (EoI) as per above, CPCA received a single response only.</p> <p>If this is the case, CPCA will be able to give direct award to the only third sector fund manager that responded to the EoI, without having to go through a full funding call process - subject to the applicant meeting the objectives and criteria set out by the CA.</p> <p>In this situation, this option is the preferred one, as it will reduce delivery timeframe.</p>

Funding stream 2 - Social enterprise hubs

Through this funding stream, CPCA is looking to allocate a total of £1.25m grant funding for the creation of one or more social enterprise hubs in Cambridgeshire & Peterborough, with a focus of supporting social entrepreneurship in market towns and rural areas. As part of a soft market testing exercise undertaken throughout January and February 2023, the CA has been working with the Social Enterprise East of England (SEEE), the primary operator in the sector in the region, to identify possible site(s) to host the hub(s) and discuss requirements from third sector organisations for operating such sites. The CA scoped the following options for delivering the grant:

#	Option	Response
1	Open tender procurement of a third sector hub operator(s) followed by a concession agreement	<p>This path is the most suitable if CPCA intend to: lease out a CPCA owned space to a potential hub operator; buy/rent a space themselves to then lease out to a potential hub operator. CPCA will spend the grant for purchasing/refurbishing such space and then will enter into a concession agreement with the awarded operator via open tender process.</p> <p>This option would include the following broad stages:</p>

		<ul style="list-style-type: none"> - Market engagement - Open tender - Award - Concession agreement <p>This option is not recommended due to the non-availability of a suitable CPCA owned space. Purchasing or letting a space will generate higher risks to CPCA. It will also involve a longer timeframe due to the steps needed to identify such space, enter into a rental/purchase agreement, run the open tender, and ultimately award an operator(s).</p>
2	Funding launch followed by a grant agreement (Fund managed in house)	<p>This path is the most suitable if CPCA does not have – or does not intend to purchase/rent - a space. CPCA will select a single operator, a consortium of operators, or multiple individual operators as part of the fund bidding process and assessment.</p> <p>This option would include the following broad stages:</p> <ul style="list-style-type: none"> - Funding engagement event / EoI opens - Funding launch - Award - Grant agreement <p>The awarded organisation(s) will enter into a grant agreement with CPCA and will be required to spend the grant to purchase/lease/refurbish a suitable space that they have identified for the delivery of social enterprise hub. The selected organisation will be responsible for resourcing the operation, management, and maintenance of the hub. The applicant operator(s) will be asked to describe their financial sustainable commercial model at bidding submission.</p> <p>Under this option, the CPCA will manage the grant fund in-house. It is recommended that a panel made of CPCA's appointees will set out the criteria for allocation of the grant and approve final awards will set out the criteria for allocation of the grant and approve final awards.</p> <p>The management case provides the delivery track record and assurance that CPCA have the capacity and capability to manage this type of fund in-house, based on similar grant programmes been delivered in recent years.</p> <p>This option is recommended.</p>
3	Selection of a third sector fund manager via direct award to manage the fund launch, grant allocation and monitoring	<p>Under this option, the fund will be directly allocated to the Social Enterprise East of England (SEEE) as primary social enterprise operator in the region. The SEEE will act as fund manager and be responsible for the allocation and management of the grant to third sector organisations that deliver accordingly to the purpose and criteria of the grant fund.</p> <p>Under this option, it is recommended that a panel made of CPCA's economic development and Growth Works, regeneration, and community team senior officers and SEEE representatives will set out the criteria and assess the bids. SEEE will then enter into grant agreement with the awarded organisations. CA members of the panel</p>

		<p>would also be expected to help connect/refer third sector organisations with the support available.</p> <p>This option is preferred. The SEEE already engages with social enterprises, and it is expected that partnering with this regional operator to deliver the fund, will drive strong community benefit. Management risks and monitoring responsibilities will be transferred to SEEE.</p>
5	Selection of a third sector fund manager via funding call / open procurement process to manage the fund launch, grant allocation and monitoring	<p>This option will involve the selection of third-party fund manager via open funding call / open procurement process to manage the fund and grant allocation to third sector organisations.</p> <p>As above, under this option it will be the awarded fund manager to enter into a grant agreement with the organisations selected to deliver the hubs and be responsible for the management and reporting to CPCA.</p> <p>This option is not recommended due to the associated additional cost that this would incur and much longer timeframe that it would involve.</p>

Funding stream 3 - STEM exhibition programme

Under this third funding stream, CPCA intend to disburse a £200k grant to support the capital element of an educational programme, to be delivered via pop-up science centres, located in community asset buildings in the Cambridgeshire & Peterborough market towns. The pop-up centres will be accessed by children, families, schools, and adult groups and aim to raise awareness and aspirations for STEM related study and careers.

#	Option	Response
1	Delivered in house via Growth works	<p>Under this option Growth works will deliver the educational programme.</p> <p>This option would be more appropriate for a one-off event rather than a two-year programme. Growth works does not have the capacity and capability to deliver such programme over the period identified.</p> <p>This option is not recommended.</p>
2	Funding launch followed by a grant agreement to awarded third sector education provider	<p>This option would include the following broad stages:</p> <ul style="list-style-type: none"> - Funding engagement event / EoI - Funding launch - Award - Grant agreement <p>This path is the most suitable if there are more than one third sector educational providers, locally based, with the right skills and expertise to deliver such programme. Under this option, CPCA will disburse the grant to the selected provider as part of the fund bidding process and assessment.</p> <p>During soft market testing only one organisation has been identified eligible for delivery of this programme. This option is viable but not recommended as it will involve longer delivery timeframe and higher associated costs.</p>

3	Selection of a third sector education via direct grant award following a single response to Eol	<p>This option would involve the launch of an Expression of Interest (Eol) before direct award. If only one response is received, CPCA will be able to give direct grant award to the only third sector provider that responded to the Eol, without having to go through a fund launch application as per option 3.</p> <p>Under this option the grant will be directly awarded to the identified organisation. The awarded organisation will enter into a grant agreement with the CA and will be required to spend the grant to cover the capital costs to deliver the programme (e.g. equipment, space rentals, etc.), and within the conditions set out in the grant agreement. It is expected that the awarded organisation will have the financial resources (or will be able to raise the financial resources) needed to run the programme over two years as per grant agreement.</p> <p>During soft market testing, CPCA has identified only one suitable third sector organisation locally based with the skills, expertise and resources to deliver such programme.</p> <p>This option is preferred.</p>
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PROCUREMENT STRATEGY

The overall fund will be delivered via direct grant awards or via funding calls. Procurement is not required for any of the funding streams.

DELIVERY MODEL AND COMMERCIAL ARRANGEMENTS

Funding stream 1 - Community ownership of local businesses

The preferred model is that a **dedicated third sector fund manager** would be awarded £120k over two years to manage the allocation of £800k grant funding to community groups on behalf of CPCA (as the Accountable Body).

It is recommended that CPCA will launch a funding call to identify the right third sector fund partner to manage the grant. In the case that following the launch of an Expression of Interest (Eol), CPCA would receive only one response from one applicant, CPCA will be able to give direct award to the only fund manager that responded to the Eol, without having to go through a full funding call, subject to the applicant meeting the objectives and criteria set out by the CA. If this is the case, appointment of the fund manager partner will be expected in April 23.

High-level grant agreement specification between CPCA and the fund manager

CPCA will enter into a **grant agreement** with the selected third fund manager. The fund manager will have a direct operational relationship with CPCA Economic Development team. At a high level, the fund manager will be responsible for:

- Sourcing opportunities / Promoting community pubs and the benefits of community ownership
- Supporting community in developing viable business propositions
- Programme and fund management
- Investment decision making, grant assessment and allocation
- Performance and output monitoring

The initial term of the contract will be for 2.5 years (with capital grant to be disbursed/spent to third sector organisations within the first 2 years and the final 6 months for monitoring and reporting). The fund manager will ensure FCA compliance as necessary.

Fund decision making process

Detailed design of the 'Community ownership of local businesses' fund itself will be done with the fund manager once appointed. At this stage, it is envisaged that the fund will be administered through a bidding process, led and managed by the fund manager partner.

It is recommended that an advisory panel made of CPCA's economic development and Growth Works, regeneration and community team senior officers and the fund manager advisors will agree the eligibility criteria for allocation of the grant and authorise final awards. The fund manager will then enter into **grant agreement** with the awarded organisations. CPCA representatives would also be expected to assist with promotion of the dedicated support and help to connect/refer interested community groups with the support available.

High level fund award criteria will be based on:

- Meeting the fund objectives
- Meeting the eligibility criteria (e.g. third sector organisations, capital spend and timeframe requirements)
- Match funding contributions and likelihood to raise additional finance
- Financial sustainability of the proposed models
- Outputs and impact expected to be generated

The market for this type of fund management is very specific. During an initial soft market testing activity, CPCA has identified a preferred specialist supplier that matched CPCA delivery requirements, the **Plunkett Foundation**. The Plunkett Foundation operates at national scale, with specific experience and track record of managing similar grants to support local community groups to take ownership of local pubs and public assets across the UK.

The CPCA intention is however to ensure that all suitable suppliers are identified, and the supplier appointed has the expertise and competence to deliver the requirements of the project. It is also necessary to ensure that the awarding process is undertaken in accordance with the proposed timeframe to meet political and board level expectations, and to make a positive impact on local groups.

To this effect, the opportunity will be advertised via the **CPCA website**, initially via an Expression of Interest form. Any existing suitable organisations identified will also be informed of the opportunity to bid to maximise the likelihood of a successful outcome.

As stated above, given the specific skillset and expertise required, if, following the launch of an Expression of Interest (EoI), only one response is received, CPCA will reserve the right to directly grant award such provider, subjected to meeting the requirements set out in the EoI, without going through full procurement.

Pipeline and commercial assurance

Initial engagement with Plunkett foundation, as part of the soft market testing exercise, has highlighted the potential to support both new and existing community businesses in the CPCA area via this funding stream to achieve CPCA objectives and outcomes described in the economic case.

According to Plunkett [2021 Impact Report](#) the chances of community pub groups successfully reaching trading status when supported through an adviser or a bursary, increased from 1 in 10 to 1 in 3.

There are currently four existing community-owned pubs in the Cambridgeshire area. These successful examples of community ownership can be used to facilitate peer learning and mentoring, to share case studies at regional networking events and inspire other communities in the area to consider the community ownership model.

According to Plunkett foundation's²⁰ there are currently 49 pubs in the Cambridgeshire area listed as Assets of Community Value.

The programme could be more impactful if eligibility is widened to other asset types. Plunkett is aware of 12 open and trading community businesses in the Cambridgeshire area and a total of 15 rural pipeline groups – including pubs, shops, sports clubs, and community-led housing projects. A wide-reaching communications campaign, including outreach work with regional media, will raise awareness of the community business model and increase interest in community ownership and the support delivered through the programme.

Funding stream 2 - Social enterprise hubs

The preferred model is that either CPCA or the Social Enterprise East of England (SEEE), following direct award, will manage the grant allocation to third sector organisations via a fund call. Grant allocation in the range of £200-600k will be given to **one, a consortium of, or multiple individual third sector organisations** via a funding call process, based on meeting the fund eligibility requirements and value for money.

High-level grant agreement specification

The grant agreement with the awarded organisations will be for 2.5 years (with capital grant to be spent within the first 2 years and the final 6 months for monitoring and reporting).

High level fund award criteria will be based on:

- Meeting the fund objectives
- Meeting the eligibility criteria (e.g. third sector organisations, capital spend and timeframe requirements)
- Proved track record
- Match funding contributions and likelihood to raise additional finance
- Financial sustainability of the proposed models
- Outputs and impact expected to be generated

Fund decision making process

CPCA or SEEE will be directly responsible for the grant disbursement through a funding process.

In both cases, it is recommended that an advisory panel made of the CA's economic development and Growth Works, regeneration and community team senior officers will agree the eligibility criteria for allocation of the grant and authorise final awards to third sector organisations. CPCA or SEEE will then enter into grant agreements with the awarded organisations.

Initial engagement with Social Enterprise East England (SEEE), as part of a soft market testing activity, has shown the potential to support more than one organisation under this funding stream with benefits of having multiple hub locations in different market towns rather than one single hub.

It is however CPCA's objective that such hubs, despite being unique, are designed and developed collaboratively under a partnership approach between hub operators, so that they will be serviced and managed on the same principles of collective action and sustainable change. The hubs will support the growth of social entrepreneurship and the social economy ecosystem across market towns and rural areas, providing co-working / business startup space for social enterprises alongside community space and a retail offer for residents and communities.

SEEE has reached out to a number of organisations and contacts within the Cambridgeshire and Peterborough areas to scope potential projects and location for the social Enterprise Hub while also reviewing suitable properties coming up for sale. Beyond **SEEE**, other organisations engaged include: **Allia, The Ferry Project, Shift Momentum and Together Culture.**

²⁰ [Map \(site.com\)](#)

Grant funding will be disbursed through a **competitive bidding process**. CPCA's intention is to ensure that all suitable organisations and location are identified, and the operators appointed have the expertise and competence to deliver the requirements of the project. It is also necessary to ensure that the funding process is undertaken in accordance with the proposed timeframe to meet political and board level expectations, and to make a positive impact on local third sector organisations and communities.

To this effect, the fund will be advertised and launched via the **CPCA website**. Any existing suitable organisations identified will also be informed of the opportunity to apply to maximise the likelihood of a successful outcome.

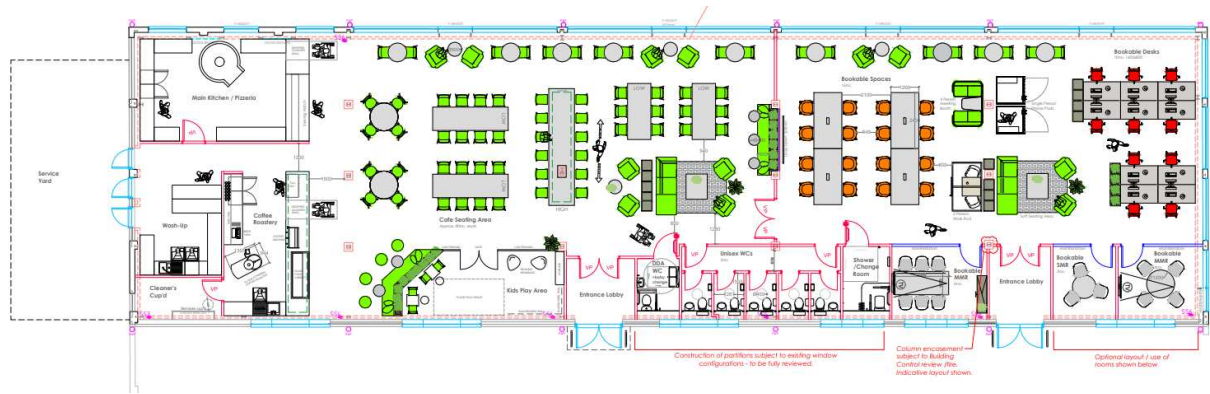
Pipeline and commercial assurance

As part of SEEE early engagement with local social enterprises, three potential suitable hub spaces have been identified:

1. **Papworth Everard** – a refurbished historic building shell (Papworth Printworks) recently acquired by **Allia**, a charity organisation that support the growth of local business communities. The 1929 building formed part of the early work of Papworth Trust providing therapeutic employment to recovering TB patients. It is approx. 5,700 sq. ft. open plan space, with potential to be fitted out in a variety of attractive internal layouts. The building is next door to a county council office and opposite the old Papworth Hospital site which will be subject to future development, as well as all the existing and recently built housing. The building has been recently completed to shell finish and handed to Allia under the planning agreement. Allia has already identified a local social enterprise that could provide the anchor operation and deliver:
 - Food and beverage offering based on pizzeria and craft beer;
 - Coffee roastery business;
 - Mission to train and employ young people and people with disabilities (in keeping with the history of Papworth especially the Papworth Trust) with skills training in the core business areas of pizza, coffee and customer service.

In addition the space would enable a blend of co-working and co-creating space to create flexible and empowering environments where social entrepreneurs can connect, learn and grow together. Potentially, subject to community engagement, there will be access to a suite of facilities and media assets, including a podcast room, video editing suite, creative space, and co-working space, such that local people will have the facilities and support they need to turn their ideas and talents into social enterprises; ensuring that no good idea, talented individual, or inspired group is wasted. Social enterprise project and tenant ideas including repair café, refill shop, wholefoods and other circular economy opportunities.





2. **Wisbech - SEEE, Allia and the Ferry Project** are currently exploring together the development of a modular hub (7 units for a total of ca. 3,000 sq.ft.) to be installed in an underused courtyard beside the Queen Mary Centre, a community space located in Wisbech. The modular development will provide flexibility in the development of the facilities to respond to what is needed locally. It is likely to include a community food project linked to the Queen Mary Centre and workshop spaces for a Men's Shed type venture and other repair/circular economy enterprises, as well as potential for media facilities for podcasts and video editing, and co-working spaces.



3. **St Neots - Shift Momentum and Together Culture** are local charity organisations, currently exploring with local communities the fit out of a property in St Neots to be developed as a **Citizen Studio**. The studio will support and grow local enterprises and new cooperative initiatives via a 'coGrow' and 'coRetail' facilities model. These facilities will offer cost-effective shared resources to small and micro businesses, allowing them to reach customers and test products while providing unique, locally produced offerings to the local community.

Delivery track record of the above organisations are provided in later sections. **CPCA or SEEE intend to obtain further details on these proposals as well as other project proposals from organisations**

not yet reached out during the soft market testing as part funding bidding process. Nonetheless, the above proposals provide an illustration of what can be achieved using this fund.

Funding stream 3 - STEM exhibition programme

The preferred model is that CPCA will launch an EOI followed by direct award in the case only one response is received.

High-level grant agreement specification

Grant disbursement will be delivered via a 2.5 year grant agreement (with capital grant to be spent within the first 2 years and the final 6 months for monitoring and reporting) and subject to Cambridge Science Centre providing evidence of:

- Meeting the fund objectives
- Meeting the eligibility criteria (e.g. third sector organisations, capital spend and timeframe requirements)
- Proved track record
- Match funding contributions and likelihood to raise additional finance
- Outputs and impact expected to be generated

Fund decision making process

During soft market testing activity, CPCA has identified a local specialist supplier that matched CPCA delivery requirements, the **Cambridge Science Centre**, a local educational charity running pop-up exhibits and interactive science shows for young people (mostly aged 7-13 years old).

It is however CPCA's intention to ensure that all suitable delivery partners are identified and an EOI will be launched, and responses assessed, in accordance to value for money and fund criteria, prior any direct award.

Pipeline and commercial assurance

Initial engagement with the Cambridge science centre has identified potential locations for the pop-up exhibits in **Wisbech** (Wisbech museum) and **Chatteris** (training centre at Stainless Metalcraft) and is in discussion for two other potential locations in **Ramsey** and **March**. CPCA is also in conversation with the library services team to identify possible suitable library locations to host the exhibits. The preference will be to take up council/public sector and educational facilities. Where not possible, a commercial short term agreement for private spaces will be considered. The use of the building space should be maximised so that during the 2 months of opening per location the exhibit will be opened for 7 days a week, with after school opening times to allow access to residents, families and wider community.

POTENTIAL PROVIDERS AND DELIVERY PARTNERS' TRACK RECORD

The following potential partners have been identified during a soft market testing exercise undertaken throughout September- January 2023.

An EOI prospectus followed by a funding prospectus (as needed, dependant on EOI responses) will be produced to set out funding criteria and will be advertised on CPCA website and shared with a wide range of stakeholders, including delivery partners, constituent local authorities and public sector partners, local community interest & business groups and expert agencies. Communications and PR activity on the Programme will be coordinated by CPCA staff and will be involved as appropriate for project funders. Suggested delivery partners include:

Funding stream 1 - Community ownership of local businesses

#	Potential Provider	Track Record
1	The Plunkett Foundation	Established in 1919, the Plunkett Foundation is a national charity which helps predominantly rural communities UK-wide to tackle the issues they face by promoting and supporting community business. Community businesses are

	<p>enterprises that are owned and run democratically by members of the community and on behalf of the community.</p> <p>In the last 15 years alone, Plunkett has provided practical support to help over 700 rural community businesses to establish, including shops, pubs, woodlands and many things in-between. In addition to practical support, Plunkett also seeks to represent the interests of community businesses through its communications, policy and advocacy work. They are members of a number of national partnerships such as the Rural Coalition and Communities Partnership Board; they work closely with government departments such as MHCLG and DEFRA and have strategic partnerships with funders and infrastructure bodies throughout the UK, including ACRE, Locality, Co-operatives UK, and Power to Change. Plunkett has adopted and promotes the Power to Change definition of a community business, in that the businesses they work with will be locally rooted, trading for the benefit of the local area, be accountable to the community and have broad community impact.</p> <p>Plunkett support projects, groups and businesses using multiple legal forms, as long as they uphold these principles. Plunkett has a set of model rules for Community Benefit Societies, approved by the FCA, which speeds up the registration process for new groups. This legal form is often adopted by the groups they work with.</p> <p>Evidence from their latest 2021 Impact report found that when supported by Plunkett through an adviser or a bursary, the chances of community pub groups successfully reaching trading status increased from 1 in 10 to 1 in 3.</p>
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Funding stream 2 - Social enterprise hubs

#	Potential Provider	Track Record
1	SEEE	<p>Established in 2005 as a regional network and support organisation for social enterprises. SEEE are a partner organisation with Social Enterprise UK, have a membership of 250 social enterprises, with a wider community of approximately 2,000 social enterprises and stakeholders. SEEE's purpose is to promote, empower, connect, and grow the social enterprise sector by:</p> <ul style="list-style-type: none"> • Promoting and facilitating a thriving social enterprise network to help individual enterprises be collectively more impactful. • Delivering projects and services to inform, inspire, upskill, and grow the sector. • Linking our members with decision makers and funding opportunities to give them a voice and a chance to influence and prosper. • SEEE Board has a wealth of experience in the social enterprise sector, and experienced consultants who deliver our research, training, events and other activities. <p>Being partner organisation with Social Enterprise UK means that SEEE have access to the latest research and policy development relating to social enterprises and the markets in which they operate, and understand local challenges. SEEE has extensive experience of providing support and consultancy at all levels. For individual businesses, advice is provided on measuring impact, planning for growth, social investment, public sector</p>

		<p>commissioning and procurement, etc. Whilst work with large organisations and policy makers covers consultancy and research on:</p> <ul style="list-style-type: none"> • Supporting new social enterprises • Helping existing social enterprises to develop and grow • Researching the social enterprise sector • Implementing advice for social enterprises following their own research – for example they carried out a research project in Essex around investment readiness • Developing social enterprise networking, including Social Enterprise Place • New thinking on commissioning and public procurement for social value • Building capacity within statutory organisations to work effectively with social enterprises.
2	Allia	<p>Founded in 1999, Allia is a charity that helps small businesses and charities to develop, grow and achieve their impact aims, through a range of ways:</p> <ul style="list-style-type: none"> • Future Business Centres that support local business communities; • support programmes that help entrepreneurs and ventures to grow their ideas and businesses; • advising and arranging responsible finance for charitable organisations. <p>Wider initiatives across the UK include housing, cleantech and social innovation. Allia has a strong track record in helping hundreds of start-ups, small businesses, and impact ventures to develop and scale, enabling significant regional employment opportunities, transforming communities, and creating positive impact for people, place and planet.</p> <p>Allia has currently purchased the Papworth Printworks building which could become one of the social enterprise hubs.</p>
3	Ferry Project	<p>Established in 1998, Ferry Project is an award-winning social enterprise and registered charity that helps homeless people in Fenland. Their aim is not simply to provide accommodation, but to give people the skills they need to enable them to live independently. These include life skills such as cooking and cleaning, education courses, vocational training, volunteering, and employment opportunities.</p> <p>Allia and the Ferry Project are long-standing partners with a track record of working together and with others successfully, including, most recently, completing a successful £450,000 scheme of 6 modular housing units in Wisbech to tackle homelessness.</p> <p>The Ferry Project is currently running and managing the Queen Mary Centre in partnership with Cambridgeshire County Council.</p>
4	Together Culture	<p>Together Culture was established to develop physical space for creative individuals to gather and work, where talents can be nurtured and where people with different backgrounds and from all communities can be heard, valued, and encouraged.</p> <p>Together Culture are experts in community building and design thinking, and they aim to inspire and activate communities to develop more creative solutions for more prosperous, inclusive and ecological economic outcomes</p>

		for all. Together Culture gathers a likeminded community of people who participate in the economic shift as advocates, funders, entrepreneurs, and early adopter customers. Their membership model works to root a multi-generational and socio-economic varied community in shared purpose and provide connections for wellbeing as well as pathways into social enterprise for people who might not have that aspiration, or access to the resources (equipment, colleagues, and seed capital) that would enable them to do so.
5	Shift Momentum	Established entrepreneurial consultancy dedicated to the development and growth of individuals, businesses, and communities. This is delivered by creating programmes to reduce young people at risk of NEET, supporting the growth of new and existing businesses within local communities, or working with organisations who want to stay ahead of change to find new and better ways of resolving critical social challenges.

Funding stream 3 - STEM exhibition programme

#	Potential Provider	Track Record
1	The Cambridge Science Centre	Cambridge Science Centre is a hands-on children's science centre based in central Cambridge – a fun and educational home to our hands-on exhibits and interactive science shows. Their professional science communicators deliver fun, memorable, educational experiences for young people (mostly aged 7-13 years old). All their science activities are hands-on and interactive. Young people learn best when they get the chance to explore and experiment for themselves in a more informal, playful environment. They have taken life-enhancing educational experiences to over 400,000 young people since 2013 through visits to over 300 schools and over 100 Street Science pop-up events.
2	STEM TEAM East	STEM TEAM East is an educational charity working with businesses and educational institutions to inspire and enthuse young people about Science, Technology, Engineering and Mathematics. They hold the STEMNET (www.stemnet.org) brokerage contract for Cambridgeshire providing information to all schools and colleges on the STEM enhancement and enrichment activities which are available to them. They are also the Science and Engineering Ambassador (SEA) contract holder for the management and coordination of SEAs in Cambridgeshire. The SEA's scheme takes working scientists, technologists, engineers, and mathematicians into schools to run activities and act as role models. This helps raise young people's awareness of careers in business and industry and enables them to make links between their school based learning and the world of work.
3	Imagineering Foundation	An education charity which aims to introduce young people of 8-16 years to the world of engineering, science and technology through fun, hands-on activities and personal involvement.

SUBSIDY CONTROL

Subsidy control compliance

- The grants will be provided to third sector organisations only. Third sector organisations are primarily voluntary and community, such as associations, charities, community interest groups, mutuals and cooperatives.
- No subsidy control concerns are expected to arise as part of this Market Towns Programme phase 2 investment. The subsidy will be given by the CPCA to third sector organisations, community interest

groups, locally-based community-owned businesses and social enterprises to support solutions that benefit local residents. By strengthening and improving the local third sector activity the grant will positively target the economic vitality, inclusion and renaissance of the sub-region's market towns and rural hinterland and their residents and is well-aligned to local and regional policy objectives.

- The subsidy is proportionate and limited to what is necessary to achieve CPCA objectives. The subsidy will not compensate for costs that third sector organisations would have funded in the absence of this Market Town Programme phase 2 investment and will be utilised only to deliver the project interventions as per grant agreement.
- The subsidy does not adversely affect trading conditions to an extent contrary to the common interest, instead supporting the resilience of the third sector within the Cambridgeshire and Peterborough's towns economy.

De minimis

- This subsidy element received by successful applicants is expected to fall within the de minimis threshold and safeguards will be put in place to ensure that community-owned businesses certify their ability to receive de minimis funding within the thresholds. There is a de minimis provision set out in the Subsidy Control Act 2022 pursuant to which subsidies which do not exceed £315,000 over three fiscal years will fall outside of the subsidy control law. However, this covers all the subsidies received by the recipient in the three year period.
- The Subsidy will be paid by CPCA to third sector organisation directly or via a fund manager (in the case of funding stream 1, which is also expected to be a third sector/charity organisation themselves), and the majority of beneficiaries (residents and organisation frequenting the hub, using the community owned pubs, etc) will not act as economic actors. However, to the extent that some users of the social hub / public assets to be developed will operate as economic actors (e.g. social café', etc), we have assumed that the amount of any aid received by such users will be far less than £315,000 and therefore de minimis.

Effect of a subsidy existing

The Project does not appear to involve a Prohibited or Conditional Subsidy, nor fall within the regime which requires notification to and clearance from the Competition and Markets Authority pre-grant. It must nevertheless comply with the seven principles set out in the Subsidy Control Act 2022. Legal advice will be provided by the CPCA legal team if necessary.

WIDER CONSIDERATIONS

None.

FINANCIAL CASE

INTRODUCTION

The purpose of the financial case is to demonstrate the affordability and funding of the preferred option.

APPROACH TO FINANCIAL CASE

Given this project does not involve complex financing mechanisms, but rather grant funding from central resources, and given the programme only runs over two years, this case is necessarily brief.

FUNDING BREAKDOWN BY FUND STREAM AND YEAR

The CPCA Board has approved a total of £2.5m gainshare capital fund to be delivered via the Market Town Fund Programme phase 2 described in this business case. CPCA has identified three funding streams to be delivered under the programme with the following allocation (shown below).

Cost type	Description	Total	FY 1 (2023 /2024)	FY 2 (2024 /2025)	Funding source	FY 1	FY 2
Fund stream 1 - Community ownership of local businesses							
A&A	Third party Fund management / PM costs @ 15% of Funding Stream 1	£120,000	£70,000	£50,000	Gainshare Capital Fund	58%	42%
A&A	Small Grants (Enabling costs)	£125,000	£125,000		Gainshare Capital Fund	100%	0%
Capital	Large Grants (Capital costs)	£675,000	£125,000	£550,000	Gainshare Capital Fund	20%	80%
	Sub total	£920,000	£320,000	£600,000			
Fund stream 2 - Social enterprise hubs							
Capital	Grants (Capital costs)	£1,250,000	£1,125,000	£125,000	Gainshare Capital Fund	90%	10%
Fund stream 3 - STEM exhibition programme							
Capital	Grants (Capital costs)	£200,000	£120,000	£80,000	Gainshare Capital Fund	60%	40%
CPCA Fund PM / contingency budget							
A&A	CPCA Fund management / PM costs (0.2 FTE) / specialist procurement / legal advice	£25,000	£12,500	£12,500	Gainshare Capital Fund	50%	50%
Capital	Contingency budget @ 4% of total costs (inflation, raising capital costs, etc.)	£105,000	£47,500	£57,500	Gainshare Capital Fund	45%	55%
	Sub total	£130,000	£60,000	£70,000			
Total A&A (Management and enabling costs) @11%		£270,000	£207,500	£62,500			
Total Capital (Grants) @89%		£2,230,000	£1,417,500	£812,500			
Total		£2,500,000	£1,625,000	£875,000		65%	35%

Ongoing administrative, delivery and ancillary works costs to support delivery of the programme and enable the funding to be capitalised has been noted as Administrative and Ancillary Costs (A&A). The overall A&A amounts to 11% of the total funding and complies with the 15% A&A limit. A&A fund covers:

- Resources / PM
 - specialist fund management to deliver Funding Stream 1 grants (outsourced to a specialist third sector fund manager), including specialist advice, PM and advertising/comms costs;
 - internal CPCA PM resources to manage the overall fund delivery;
- Specialist professional fees:
 - specialist CPCA procurement and legal advice required for assuring compliance of the funding call process and preparing grant agreements with third sector organisations.
 - Enabling grants as part of the funding stream 1 to cover early-stage costs of setting up a community pub, such as specialist business/commercial advice, registering as a Community Benefit Society, property valuations and surveys, legal fees, design fees, etc.

PROJECT COST BREAKDOWN

Detailed project cost breakdown will be explored at bid assessment stage. Suggested high level funding breakdown is reported below. Activities and associated funding allocation will be flexible and will be finalised with potential delivery partners during proposals assessment and prior to grant award.

Funding stream 1 - Community ownership of local businesses

Based on the preferred delivery model identified in the commercial case, under this funding stream CPCA is proposing to allocate:

- **£120k** Gainshare Capital Fund (A&A) to a third-sector fund manager to manage the delivery of the grant fund over two years
- **£800k** Gainshare Capital Fund to community interest groups and third sector organisations up to a maximum of **£50k each** to take up the ownership and operation of local pubs and assets at risk to closure or already closed down. The overall grant amount is made of:
 - **£125k** Gainshare Capital Fund (A&A) in the form of small grants to fund enabling costs;
 - **£675k** Gainshare Capital Fund in the form of larger grants to fund development costs.

The grant fund programme will be designed in detail once the external fund manager has been appointed. However, for the purpose of this business case, we made the following assumptions which will need to be revised and reassessed by the appointed third-party fund manager. Broadly, it is recommended that this funding stream should aim to support organisations with:

- Small grants in the range of £2,000 to £10,000 to c.a. 25 organisations to cover enabling costs and early-stage costs of establishing a community business / setting up a community pub. The small grants will help them develop sound commercial and delivery propositions and will cover costs such as registering as a Community Benefit Society, property valuations and surveys, legal fees, architects fees, etc;
- Follow up larger grants in the range of £40,000 – £48,000 to c.a. 15 organisations which demonstrate strong viable and impactful proposals, capability to raise communal investment from the community partners and other funding bodies and with the highest probability of reaching trading stage. The follow up grant can only be used to cover capital development costs of the pub/public asset. These costs include: **asset costs acquisition, construction/refurbishment costs, fit-out costs, and professional fees** (e.g. design, survey, legal, planning fees).
- Overall each organisation should receive a total maximum grant fund of £50,000. The suggested number of grant recipients is based on statistics provide by Plunkett Foundation, engaged as part of soft market testing, and a market leader in delivering this type of programme.

- £120,000 will be awarded to the third sector fund manager to cover costs associated with marketing and promotion of the fund, project management and fund management, including proposal assessments and monitoring.
- It is also expected that the fund manager will provide **match funding contribution** to activities, as part of their key business operation, which could include: business support and specialist advice support, training, networking events, study visits, etc. Given the fund manager will be a third sector organisation with the core business of supporting SEs, the expectation is that they will bring knowledge and experience to the table to ensure the project is a success.

Detailed proposals and cost breakdown will need to be submitted by the applicant organisation during the EOI/funding call timeframe. Suggested high level cost breakdown is reported below.

Funding stream 1 - Community ownership of local businesses				
Cost type	Description	Total	FY 1 (2023 /2024)	FY 2 (2024 /2025)
A&A	Marketing and Comms	£10,000	£5,000	£5,000
A&A	PM costs @4%	£30,000	£15,000	£15,000
A&A	Fund Management costs incl. business advice and support for project development @10%	£80,000	£50,000	£30,000
	Sub-total	£120,000	£70,000	£50,000

A&A	Small Grants in the range £2,000-£10,000 (for proposal development to 25 community groups including property valuations and surveys, legal fees, architects fees, etc)	£125,000	£125,000	
Capital	Larger Grants in the range of £40,000 – £48,000 (follow-up grants towards project capital delivery to 15 community groups)	£675,000	£125,000	£550,000
	Sub-total	£800,000	£250,000	£550,000

Total	£920,000	£320,000	£600,000
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Funding stream 2 - Social enterprise hubs

Under this funding stream, CPCA is proposing to allocate:

- a total of **£1.25m** Gainshare Capital Fund for the creation of one or more social enterprise hubs in Cambridgeshire & Peterborough, with a focus of supporting social entrepreneurship in market towns and rural areas.

As part of a soft market testing exercise undertaken throughout January and February 2023, the CA has been working with the Social Enterprise East of England (SEEE), the primary operator in the sector in the region, to identify possible site(s) to host the hub(s) and discuss requirements from third sector organisations for operating such sites.

No single new suitable building was found by SEEE during initial engagement that could be purchased and developed within the budget allocated to this funding stream. 'Meanwhile' rental space in empty properties is a possibility, however, this would not create a permanent hub and therefore will not be best use of this capital funding. Therefore, it is recommended to **make use / extend / refurbish and fit out existing social Enterprise properties/assets** in different market towns and leverage on

investment/finance already raised by local social enterprises to maximise outcomes while reducing development costs.

Based on this, CPCA would expect to:

- provide grant funding to more than one organisation in the range of **£100-600k each** depending on bidding asks and value of the proposals submitted.
- The grant could only be used to cover capital costs, these include: **asset acquisition, construction/refurbishment costs, fit-out costs, and professional fees** (e.g. design, survey, legal, planning fees).
- It is expected that the operators of the hubs will provide **match funding contribution** to activities that include the operation and management of the hubs, bring local community together through a calendar of entrepreneurial activities and learning opportunities, and foster networking and collaboration to support businesses to start, sustain, grow, and innovate, which will add value to individual effort.

Detailed proposals and cost breakdown will need to be submitted by the applicant organisation during the EOI/funding call timeframe. Suggested high level cost breakdown is reported below.

Funding stream 2 - Social enterprise hubs				
Cost type	Description	Total	FY 1 (2023 /2024)	FY 2 (2024 /2025)
Capital	Construction / Refurb costs @65%	£812,500	£731,250	£81,250
Capital	Fit-out costs @25%	£312,500	£281,250	£31,250
Capital	Professional fees @10%	£125,000	£112,500	£12,500
	Total	£1,250,000	£1,125,000	£125,000

Funding stream 3 - STEM exhibition programme

Under this third funding stream, CPCA is proposing to allocate:

- **£200k** Gainshare Capital Fund to support the capital element of an educational programme, to be delivered via pop-up science centres, located in community asset buildings in the Cambridgeshire & Peterborough market towns. The pop-up centres will be accessed by children, families, schools, and adult groups and aim to raise awareness and aspirations for STEM related study and careers.

Initial engagement with Cambridge Science Centre has showed that to properly build relationships and have chance to respond to emerging opportunities, pop-ups need to stay in situ for 8 weeks – and to build on this the pop-up needs to return at the same time the following year. This length of time will also allow the venue to accommodate multiple user groups such as families and schools. There needs to be a reset time of one month, during which time the next venue and relationships will be prepared.

Based on this, CPCA would expect to:

- Provide grant finding to a single organisation to deliver **4 pop-up Science Centres per year** – a total of **8 over the course of the funding period**.
- The grant could only be used to cover capital costs, these include: purchase of **equipment, activity kits and material, exhibits fit-out costs, rents/leases payment**, etc.
- to minimise costs, ideal locations should be in public spaces currently empty/in need of reactivation or publicly owned assets (e.g. libraries, community centres, etc.).
- It is expected that the selected provider will utilise its existing network of corporate contacts operating in and near the market towns to leverage additional match funding to the project. **Match funding contribution** will be used to fund cultural activities, training, lectures, overall exhibits set-up/delivery and safe guarding and wider programme events that aims to bring local young people into contact with major employers. It is expected that the appointed third sector provider will raise match funding

from a mix of funding sources including core funding from the charitable trust foundation, private donors and statutory government funding.

Detailed proposals and cost breakdown will need to be submitted by the applicant organisation during the EOI/funding call timeframe. Suggested high level cost breakdown is reported below.

Funding stream 3 - STEM exhibition programme				
Cost type	Description	Total	FY 1 (2023 /2024)	FY 2 (2024 /2025)
Capital	Electric Van or equivalent	£55,000	£55,000	
Capital	Display / Storage Equipment	£10,000	£10,000	
Capital	Branded Display Items – transforming look and feel of venues	£18,000	£9,000	£9,000
Capital	Educational activity 'kits' – props, visual materials, interactive practical equipment.	£26,000	£13,000	£13,000
Capital	8 Newly developed exhibits	£91,000	£33,000	£58,000
	Total	£200,000	£120,000	£80,000

CPCA Project Management costs and Contingency budget

To manage the overall fund scheme and monitoring, CPCA is proposing to allocate:

- £25k Administrative and Ancillary Costs (A&A) to cover CPCA project management costs (0.2 FTE Town fund manager, legal and procurement advice for grant agreements, etc.)
- £105k to be used as contingency budget at discretion of the CPCA board to cover for costs of inflation, raising capital/development costs etc.

CPCA Fund PM / Contingency budget				
Cost type	Description	Total	FY 1 (2023 /2024)	FY 2 (2024 /2025)
A&A	CPCA Fund management / PM costs (0.2 FTE) / specialist procurement / legal advice	£25,000	£12,500	£12,500
Capital	Contingency budget @ 4% of total costs (inflation, raising capital costs, etc.)	£105,000	£47,500	£57,500
	Total	£130,000	£60,000	£70,000

AFFORDABILITY ASSESSMENT

Providing funding for third sector enterprises has been recognised as a strategic and political priority of the CPCA for a significant period of time, and as such this project is supported at a senior level to continue over the desired lifecycle.

As stated above, a set amount of gainshare funding has been agreed to fund this project. The fund will be disbursed within two years. There is no assumption of financial return over the course of this fund. Affordability is therefore dependent on the ability to accommodate this spending with CPCA budgets without compromising other aims. Given the strong strategic fit with CPCA objectives we don't view this to be a major concern. There is also no element of borrowing to fund this scheme – so concerns about interest rates are not relevant.

Financial arrangements and assurance

It is expected the following financial arrangements and assurance measures will provide overall financial affordability and assurance of the fund:

- The overall fund allocation per year and funding stream should be administered **flexibly** and be revised at the end of year 1. In the case that inflation or other not anticipated causes will impact the overall fund delivery, CPCA should be able to flex the fund allocation among funding streams, with priority been given to the delivery of the social hubs. This is to minimise risks of delays and rising construction costs. For example, budget can be reduced for funding stream 1 (lower number of community groups receiving capital support) and increased, as part of the contingency plan, to funding stream 2.
- All awarded delivery partners should:
 - provide and deliver against profiles and outcomes that are realistic, achievable and sustainable throughout the delivery period.
 - demonstrate a financially viable proposition. All activities should be delivered within the funding envelope and the organisations' financial resources. Where these have not been identified, the organisation should provide assurance on how these will be leveraged and secured. Proposal should clearly include how inflation and contingency measures are built in and managed. Proposals with higher value for money and higher match funding contribution (revenue and capital) should secure higher scores.
 - demonstrate strong expertise and track record in delivering similar projects within the social enterprise ecosystem.
- A grant agreement between CPCA and these organisations will provide assurance in terms of spending requirements and outputs.
- In the case of fund 1 and 2, it is expected that the ultimate recipients of the grant (community interest groups taking ownership of a public asset and social enterprises developing social enterprise hubs) will provide a 3 to 5 years commercial and financial model for operating the hubs, pubs and local public assets. This should demonstrate the commercial viability of the projects through grant funding, partners funding and revenue streams contribution. It is expected that the financial modelling exercise will take into consideration any contributory factors such as:
 - the maximum budget available;
 - profiled costs, with a view to minimising these costs in order to ensure longevity and efficiency of fund received;
 - profiled income generated, demonstrating sustainability of the hub/pub delivery model;
 - any innovation that will enable to meet or exceed CPCA objectives and ensure the financial sustainability of the project.
- In the case of a fund manager (funding stream 1) or agency body (funding stream 2) appointed to allocate, manage and deliver the grant, these will be ultimately responsible for the successful delivery of the grants to local community interest groups and social enterprises and will be required to report to CPCA regularly.

CHARGING MECHANISM / CLAIM/INVOICE PROCESS

Funds will be provided to the delivery partner organisations from CPCA and will be issued following EOI/funding call process and assessment. Details on claim and invoice process will be provided as part of the grant agreements between CPCA and these organisations.

MANAGEMENT CASE

INTRODUCTION

The purpose of the management case is to set out a high-level strategy, framework and plans for successful project delivery through a controlled, well managed and visible set of activities to achieve the desired results and benefits.

PROJECT TIMELINE

Detailed timeframe will be provided by delivery organisations as part of Eol/funding call stage and finalised with CPCA before grant award. A summary of the key milestones and high level delivery timeframe against each funding stream is shown below.

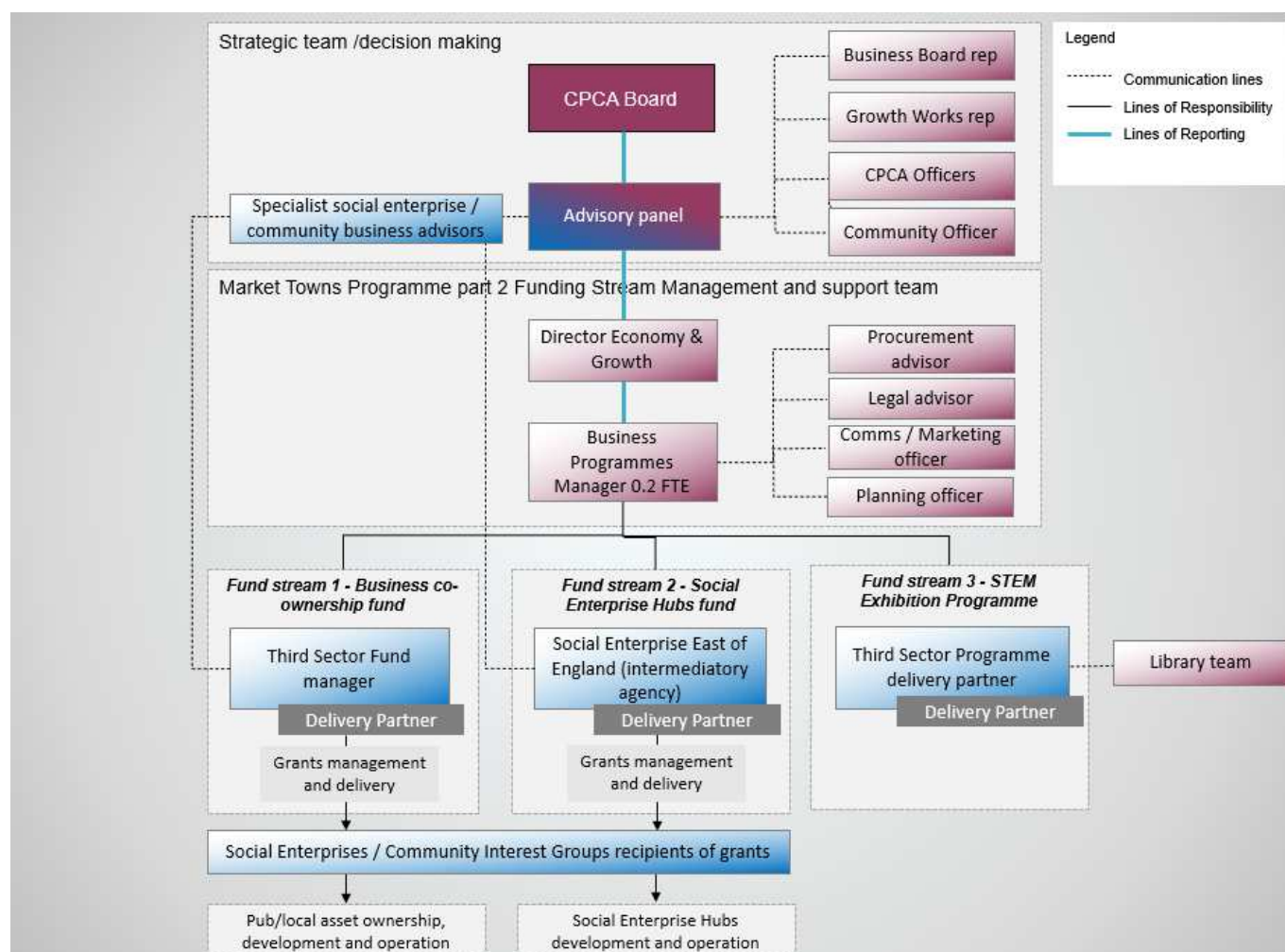
Milestones	Start date	End Date
Business Case Development		
PID Developed and submitted to PARC	Aug-22	Aug-22
FBC development	Dec-22	Feb-23
FBC approval process	Mar-23	Mar-23
FBC expected approval by CPCA board		Mar-23
Governance and Management set up		
Establish formal project steering group / advisory panel	Mar-23	Mar-23
Appoint CPCA PM (existing resource) to manage fund call	Mar-23	Mar-23
Appointment of Delivery Partners via grant award		
Soft market testing	Sept-22	Dec-22
Draft Eol prospectus and publish it on CPCA website	Mar-23	Apr-23
Eol launch (opens for responses 2-3 weeks)	Mar-23	Apr-23
Responses assessment	Apr-23	Apr-23
<i>If only 1 response to Eol: [expected to be the case for funding streams 1 and 3]</i> Appointment of delivery partners, subject to submitting satisfactory proposal at Eol stage		Apr-23
Grant agreement drafted and finalised		Apr-23
<i>If more than 1 response to Eol: [expected to be the case for funding stream 2]</i> Fund prospectus launch Fund call open period Response evaluation Appointment of delivery partners / Grant awarded via grant agreement	Apr-23 Apr-23 May-23	Apr-23 May-23 May-23 Jun-23
Mobilisation		
Funding stream 1		
Grants disbursed to third sector organisations	May-23	Mar-25
Appointed fund manager to run comms / marketing campaign for 'Community ownership of local businesses' fund	May-23	July-23
Appointed fund manager to design business support activities and finalise fund design with CPCA	May-23	Jun-23
Appointed fund manager to launch 'Community ownership of local businesses' fund	Jun-23	
Operation / Delivery		

Funding stream 1		
Small awards disbursed to community interest groups (via grant agreement between fund manager and grant recipients) for project proposal development*	July-23	July-23
Larger follow up grant awards disbursed to community interest group (via grant agreement between fund manager and grant recipients) for project development*	Dec-23	Mar-24
Funding stream 2		
Sites confirmation	May-23	Jun-23
Grants disbursed to third sector organisations (via grant agreement between CPCA and SEEE or direct agreement between CPCA and third sector organisations)*	Jun-23	Jun-24
Planning permission	Jun-23	Aug-23
Hub(s) design finalised**	Jun-23	Sep-23
Hub(s) construction / refurbishment**	Sep-23	Mar-24
Hub(s) fit out**	Mar-24	Jun-24
Hub(s) open**	Jun-24	
<i>** hubs delivery timeframe will vary depending on level of development/readiness of proposal submitted by third sector organisations</i>		
Funding stream 3		
Grant disbursed to third sector provider	May-23	Mar - 25
Final locations agreed	May-23	Jul-23
Comms campaign / partners engagement	Jun-23	Sep-23
Pop-up exhibits design	May-23	Jul-25
Pop-up exhibits run	Jul-23	Mar-25
Project completion		
Grants disbursement and projects completion		Mar-25
Review / Monitoring and Evaluation		
Project Progress and Monitoring Reports	quarterly	
Evaluation	Apr-25	Jun-25
Project closure		
Grant agreements terminate		Jun-25

*Grant disbursement timeframe to be agreed at grant agreement stage (e.g. quarterly in advance/in arrears, etc.)

PROJECT GOVERNANCE AND MANAGEMENT STRUCTURE

CPCA has the project management structure, skills and track record in place to be able to successfully deliver these funding streams. The governance arrangements set out in the diagram below provide strategic leadership and ensure collective governance to inform the coordinated delivery and management and of the three funding streams under this fund.



Key Project Roles and Responsibilities

Strategic team / decision making

The CPCA board will be responsible for strategic governance and oversight of the fund. The Board is chaired by the elected mayor of Cambridge and Peterborough and consists of the leaders of the seven constituent councils, the chair of the Business Board and co-opted members. Board meetings will occur once every two months. The Board will provide direction and be accountable for the delivery of the fund, being ultimately responsible for maintaining adequate governance and compliance, along with signing off the financial information/returns (compiled by the fund manager) to the external regulators, including Companies House and FCA.

The primary remit of the Board is to:

- Monitor progress on key milestones and that Funding Streams 1 and 2 funding and grants are delivered within the agreed timescales and allocated budget;
- Monitor the performance of the delivery management partners;
- Provide strategic direction to the advisory panel (details below) and ensure complementarity / Strategic Added Value is maximised with other ongoing investment programmes;
- Ensure investment decisions adhere to Council decision-making requirements;
- Monitor key Risk and Issues and provide mitigation guidance for risks and issues which exceed tolerances, and which would have a material impact on the delivery of the package;

It is recommended that an **advisory panel** made of CPCA's economic development and Growth Works, economic development, regeneration and community team senior officers and the fund manager business specialist advisors (Funding Stream 1 & 2) is formed with the key responsibility of:

- Assisting the board with providing strategic direction to the programme, in particular in relation to the delivery of grants under the funding streams 1 & 2 to community interest groups and third sector organisations;
- agreeing the eligibility and assessment criteria of the grants applicants with the delivery partners
- authorising final awards.

Market Towns Programme phase 2 Management and Supporting team

The management and supporting team will include the following roles:

- **Director of Business and Skills** (existing role – Steve Clarke, Interim Associate Director Business: Responsible for providing oversight on overall project delivery and project compliance and reporting to the Business Board, providing strategic direction, financial risk and mitigation controls, providing procurement sign-off.
- **Market Towns Programme phase 2 manager** (existing role - Domenico Cirillo, Business & Skills Directorate) responsible to co-ordinate the delivery of activities and outputs to time and budget. Key responsibilities are:
 - Drafting EoI and fund prospectus and managing the fund call process;
 - Managing the initial direct award/grant agreement process with delivery partners; liaising with internal legal and procurement advisors as necessary;
 - Recording, managing and monitoring risks and reporting them to the director and advisory panel;
 - Establishing communication and management protocols with the CA's Business Board and Advisory Panel, managing the integration and flow of information;
 - Managing stakeholders' engagement;
 - Providing regular performance updates to the CPCA Business Board.
- **Support team** - Specialist technical expertise (from existing internal resources) has also been allocated to support the Project Manager and include senior officers from CPCA Procurement, Finance, Legal and Comms team:
 - *Legal advisor*: The legal advisor will be an existing member of the CA's legal team and will ensure the project is compliant with all statutory and legal obligations and support the preparation of the grant agreements with the awarded organisation.
 - *Procurement advisor*: The procurement advisor will be an existing member of the CA's commissioning and procurement team and will oversee the compliance of the funding process and grant allocation.
 - *Comms and marketing officer*: to support the market towns manager with promotion and event activities e.g. advertise the launch of the EoI/funding call on the CPCA website, etc. The comms officer and market towns fund manager will also be expected to assist the fund manager under funding stream 1 with promotion of the dedicated support and help to connect/refer interested pubs groups up with the support available.
 - *Planning officer*: to advise the CPCA market towns fund manager and the fund manager regarding any planning compliance/restrictions in relation to the development of the community ownership pubs and social enterprise hubs.
 - *Library services*: a library services team member will be supporting the organisation delivering the STEM programme to identify potential suitable library locations to deliver the STEM exhibition programme and maximise impact with other ongoing activities.

RACI ASSESSMENT

Decisions/Activities	Organisational Role	CPCA board	Advisory Panel	Project Director	Project Manager	Fund Manager Partner (FS1: Community ownership)	Fund Delivery Partner (FS2: SE hub(s))	Fund Delivery Partner (FS3: STEM programme)
<i>Project initiation</i>		C		A	R			
<i>Business Case development</i>		I		A	R			
<i>Delivery of the project</i>		C	C	A	R	R	R	R
<i>Changes to cost and programme</i>		I	I	A	R	C	C	C
<i>Compliance and assurance of operational data</i>		I	I	A	R	R	R	R
<i>Assessment of application eligibility</i>		C	R		C	A	A	A
<i>Full due diligence of applications</i>		C	R		C	A	A	A
<i>Confirmation of investments</i>		C	R	I	C	A	A	A
<i>Technical assurance of the content and quality of data throughout the life of the project</i>		I		A	R	R	R	R
<i>Content and quality of information data on a day-to-day basis</i>				A	I	R	R	R
<i>Project closure</i>		C	C	A	R	R	R	R

RISK MANAGEMENT STRATEGY

CPCA will establish a risk management approach that addresses risk, through its governance processes for fund (including the reporting and monitoring via relevant governance functions and individual investment risk, through the fund partners.

A full risk register will be kept, monitored, updated, and reported upon. Risks will be;

- **Identified** – The risk must be described, and possible consequences outlined;
- **Assessed** – Each risk must be ranked in terms of its estimated impact and immediacy;
- **Controlled** – Appropriate responses to risks must be identified, owners assigned, and responses must be monitored over time.

Initial risks and mitigations are listed below.

Throughout the life of this project, the Market Towns Programme phase 2 manager will be responsible to regularly update the risk register and report any major risk to the Director and Advisory Board.

The fund manager will periodically review the risk register to ensure that the project remains on track and that any new arising risks are understood and appropriately mitigated. Any changes to the risk register will be reported to CPCA as part of the project reporting.

Risk Register

Project	Risk Type	Risk Description	Risk Level	Likelihood	Impact	Score	Mitigation	Risk Owner
Funding Stream 1	Delivery Risk	Poor third party fund manager quality / Poor performance from awarded fund manager to deliver against agreed targets	Low	1	4	4	An EoI/ funding prospectus will be produced to set out funding criteria and will be advertised on CPCA website and shared with a wide range of stakeholders, including delivery partners, constituent local authorities and public sector partners, local community interest & business groups and expert agencies. During soft market testing, CPCA has identified potential suitable third sector fund manager with a strong track record of grant and bursary management and that would be able to fulfil this role if required. The CPCA fund manager will be responsible to monitor External partner's delivery regularly against KPIs	CPCA / External delivery partner
Funding Stream 1	Delivery Risk	Lack of awareness and visibility of grants causing low take up	Low/Medium	2	4	8	The appointed fund manager will be required to dedicate part of the budget for communications campaign e.g. dedicated multi-channel comms campaign promoting the support available through the programme and the benefits of community ownership. CPCA to raise the profile of the Programme through mayoral advocacy and targeted PR activity.	CPCA / External delivery partner
Funding Stream 1	Delivery Risk	Not enough suitable pubs/community assets to be taken forward for community businesses; costs to acquire the properties/refurbish too high	Low/Medium	2	4	8	CPCA will work with the fund manager to widen the eligibility of this fund stream – for example to include all asset types, existing community pubs, and extend the window for support delivery. Early engagement with Plunkett as part of the soft market testing has shown that there are currently 49 pubs in the Cambridgeshire area listed as Assets of Community Value.	CPCA / External delivery partner
Funding Stream 1	Delivery Risk	Failure to support community groups effectively / proposal developed not good enough to move into next stage of funding and trading	Medium	3	4	12	Smaller grants in the range of £2,000 - £10,000 will be allocated to community groups to develop viable developments and operating models and cover early-stage costs of setting up a community pub, such as registering as a Community Benefit Society, property valuations and surveys, legal fees, architects' fees, etc. Larger follow up grant will be given to projects with the strongest viability and likelihood of success.	External delivery partner
Funding Stream 1	Delivery Risk	Failure to support community groups effectively / proposal developed not good enough to move into next stage of funding and trading	Low/Medium	2	4	8	The appointed fund manager will be required to provide business support service and training to c.a. 25 community pub groups in the CPCA area, consisting of 3 – 5-day packages of support. This support would be targeted at new start, developing and early-stage groups, but existing groups would also be eligible. Based on Plunkett 2021 Impact Report, the chances that community pub groups supported by Plunkett through an adviser or a bursary successfully reaching trading status increased from 1 in 10 to 1 in 3. Using this as benchmark, we can reasonably expect one third of groups supported under this fund programme will reach trading stage.	External delivery partner
Funding Stream 1	Delivery Risk	Community businesses failing in resourcing additional financial resources resulting in delays or lower groups reaching trading stage	Medium	3	4	12	The awarded fund manager will be expected to support community groups in raising additional finance. For example working closely with the Community Ownership Fund and signposting and supporting groups from CPCA area to apply for the Community Ownership Fund, and raise the required match funding through a combination of community shares, social investment and traditional fundraising.	External delivery partner

Funding Stream 1,2	Delivery Risk	Cost increases to delivery of pubs and hubs	Medium	3	4	12	Design and building survey will be procured by the third sectors organisations to provide detailed costs within the funding ask. Experienced PM will be appointed by the third sector organisations and be on site daily to ensure project is delivered within budget. Any new spend must be offset by further savings or by raising financial resources. The third sector organisations will be required to develop a detailed construction workplan once detailed design will be finalised.	External delivery partner
Funding Stream 2	Delivery Risk	Funding not enough to cover the refurb costs. Site identified not suitable or cost of refurbishment prohibitive.	Medium	3	4	12	Detailed design, surveys and costs assessments will be procured by the third sector organisation to prove viability of the identified sites within the funding envelope. CPCA has allocated contingency budget to cover additional unexpected costs. The overall fund allocation per year and funding stream should be administered flexibly by CPCA and be revised at the end of year 1. For example, budget can be reduced for funding stream 1 (lower number of community groups receiving capital support) and increased, as part of the contingency plan, to funding stream 2.	CPCA / External delivery partner
Funding Stream 2	Delivery Risk	Third sector organisation failing in operating the hub successfully once developed resulting in closure / Not meeting the forecasted demand/ space not fully occupied by third sector enterprises / not achieving financial sustainability	Medium	3	4	12	Market town locations might be harder to get occupied compared to city locations. Delivery organisations will need to demonstrate ability to fulfil the space. Partnership work with SEEE and other hubs delivery partners will be essential. Each organisation will be required to provide case studies of having delivered similar projects and at least 3-5 years projected operating cashflow to prove financial sustainability of the project.	External delivery partner
Funding Stream 3	Delivery Risk	Awarded delivery partner failing in delivering the STEM programme	Low/Medium	2	3	6	Delivery partner to provide strong track record in delivery similar activities as well as availability of financial and human resources to run the programme over two years.	External delivery partner
Funding Stream 3	Delivery Risk	Not enough up take from residents, families, and schools	Medium	3	4	12	Appointed programme delivery partner to work with CA stakeholders in education, colleges, schools and universities and library services. Build on Cambridge County council's existing contacts. CPCA to raise the profile of the Programme through mayoral advocacy and targeted PR activity.	CPCA / External delivery partner
Funding Stream 3	Delivery Risk	Locations not identified or not suitable / rent too high etc.	Low/Medium	3	3	9	Delivery partner to explore with CPCA potential for using public spaces owned by the CA and district councils. Priority will be given to underused spaces. Working closely with library services.	CPCA / External delivery partner
General to all	Policy risk	At corporate level, opportunity cost of funding the project greater than ROI	Low	1	3	3	Robust PID and business case are developed to demonstrate value for money. Providing funding for third sector enterprises has been recognised as a strategic and political priority of the CPCA for a significant period of time, and as such this project is supported at a senior level to continue over the desired lifecycle.	CPCA
General to all	Delivery Risk	Lack of CA capacity to project manage/ administer fund resulting in outputs not met	Low	1	4	4	CPCA has allocated 5% of overall fund to cover PM and contingency costs. The CA has a strong track record of delivering such schemes and will appoint an experienced third sector fund manager to deliver fund 1 and manage the grant allocation process to community interest groups. CA will also set up an advisory panel with the role of providing strategic advice on grant decisions.	CPCA

General to all	Delivery Risk	Timescale - ability to award all capital grant committed within the two years timeframe.	Low/Medium	2	4	8	Timescale and funding modelling undertaken during business case development has been informed by soft market testing and initial engagement with potential partners. It will also need to be tested and revised by the delivery partners during bidding process. CPCA Fund Manger to liaise with LAs, growth hubs, FSBs, CoC to promote the funds to local organisations.	CPCA
General to all	Reputational Risk	Reputational and financial risk if the fund underperforms.	Low/Medium	2	4	8	Rigorous due diligence and selection of the fund partner to support the best investment decisions. Robust internal review and governance.	CPCA
General to all	Reputational Risk	Reputational damage to CPCA if the fund is managed inappropriately.	Low/Medium	2	4	8	Rigorous due diligence and selection of the delivery partners and fund beneficiaries. Robust internal review and governance. The CPCA fund manager will be responsible to update and monitor risks and escalate to the Business and skills director and business board for mitigation actions. Grant agreement and service level agreements will be in place with each organisation.	CPCA

PROJECT ASSURANCE AND MANAGEMENT ARRANGEMENTS

Funding award compliance

The CPCA Market Towns Programme phase 2 Manager is responsible for ensuring that the award of the fund delivery partners is in line with CPCA requirements for best value. He will be supported by CPCA's Procurement team. All proposals will be independently assessed against a set of appraisal metrics and scored and ranked based on the scheme objectives and criteria. The Fund Manager will be responsible to retain relevant documentation including:

- Copy of EOI/Funding Prospectus;
- Copy of EOI responses/bids received;
- Copy of grant decision justification and relevant correspondence.

Legal compliance

The Market Towns Programme phase 2 Manager will consult with CPCA's legal team to ensure legal compliance of the grant agreement with the delivery partners.

Finance compliance

CPCA is its own Accountable Body for all funds received by Government including Gainshare funds and is the Accountable Body for the Business Board.

The CPCA Market Towns Programme phase 2 Manager will be responsible for ensuring that the overall fund is delivered on time and according to budget. The appointed third-party fund manager for funding stream 1 will be responsible for the delivery on time and budget of the Community owned businesses.

Managing Delivery

The Funding Stream 1 & 2 delivery partners will use robust project management system to ensure that the funds deliver according to time and budget. An appropriate assurance process will be agreed with CPCA and the selected fund partners as part of the grant agreement.

The Market towns manager will be responsible for the internal management of the programme and for ensuring that the external partners deliver as per grant agreements. The market towns manager will manage the risks for the project following best-practice guidelines: this will be an iterative process where risks are proactively monitored and managed throughout the delivery of the project using a five-stage process of identification, analysis, evaluation, action, and monitoring. This will be recorded in a working risk register, for which the market towns manager will have day to day responsibility.

Any project level risks which implicate time delay and cost increase will be reported to the Business and Skills Director who, if necessary, will escalate to the CPCA Business Board officer for mitigating action decisions.

Measuring performance

It is proposed that this fund scheme will have a steering group/advisory panel in place to oversee the performance of each of the three elements against the agreed outputs and outcomes. This will require quarterly reporting against agreed KPIs and associated metrics, for review by the Combined Authority Board. In compliance with the Combined Authority's Monitoring and Evaluation Framework, all grant disbursement will be managed, monitored, and evaluated and agreed delivery outputs and outcomes will be tracked as part of this process.

DELIVERY TRACK RECORD

CPCA Capacity and Capability

CPCA has all the expertise to be able to project manage the overall delivery of the fund, which includes the launch of the EOI/Funding call and process for managing application, grant allocation and monitoring. Example of proven delivery of similar schemes is reported below:

Name of Scheme	Delivery dates	Value	Description
Covid 19 - micro grants	2020	£500,000	Capital grant funding to support businesses during covid to adapt business delivery models
Covid 19 - capital grants	2020-21	£3,000,000	Capital grant funding to support investment in businesses to continue growth during the covid outbreak
Restart & Recovery	2020-21	£220,000	Specific capital investment in business post covid
Visitor Economy Grants	2020-21	£145,000	Specific capital investment in visitor economy post covid
Market Towns Fund I	2021-22	£13,100,000	Capital investment to mobilise market town masterplans
Business Growth Fund	In progress	£10,000,000	A mix of equity investment, loans, and grants to support high growth potential businesses and third sector businesses that do not have access to funding from other sources.

Delivery Partners Capacity and Capability

Delivery Partners Capacity and Capability will be verified as part of the EOI/funding call process. The commercial case provides delivery track record for the organisations identified at soft market testing. At high level, it is expected that the appointed delivery partners under each funding stream will be experienced organisations with a proven track record of delivering the relevant schemes as set out below:

- Funding Stream 1: The delivery partner will need to demonstrate expertise in managing grant funding delivery and expertise in supporting business into co-ownership. They will also need to demonstrate capacity and capability to deliver against the Funding Stream 1 objectives and requirements including undertaking marketing, dealing with business enquiries, participating in Advisory Board meetings. The delivery partner will also need to provide support to businesses, or signpost businesses, where required, to develop their business plans, ahead of grant funding, and any support required thereafter to encourage successful growth
- Funding Stream 2: The delivery partner will need experience in managing grant funding and supporting the running of Social Enterprise hub(s). They will also need to demonstrate capacity and capability to deliver against the Funding Stream 2 objectives and requirements including experience in deliver similar size capital projects, dealing with contractors, and successfully running the operation of similar social enterprises facilities.
- Funding Stream 3: The delivery partner will need to demonstrate capacity and capability to deliver against the Funding Stream 3, including a track record of delivering similar scale STEM engagement events.

EXIT STRATEGY

CPCA will enter into a Grant Agreement with each of the delivery partners under each funding stream. Following grant disbursement, the grant recipients of funding stream 1 and 2 will be expected to self fund the operation of the community pubs and social enterprise hubs for which they received fund support.

No other activities are expected from the STEM delivery partner after termination of funding stream 3.

As part of the grant agreement, the recipient organisations will be required to report to the CA up to six months after project completion (expected in March 2025).

CHANGE MANAGEMENT

This Fund scheme has the same change management process and tolerances set out in the 10-point guide and Risk Management Strategy. All change requests will be managed through funding agreement obligations and would be subject to Combined Authority Board approval.

STAKEHOLDER PLAN

Potential delivery partners have been identified during soft market testing undertaken through September-January 2023. Grant funding will be disbursed through a competitive bidding process, and it is CPCA intention to ensure that all suitable organisations and location are identified.

An EO/Funding prospectus will be produced to set out funding criteria and will be shared with a wide range of stakeholders, including delivery partners, constituent local authorities and public sector partners, local community interest & business groups and expert agencies. Communications and PR activity on the Programme will be coordinated by CPCA staff and will be involved as appropriate for project funders.

MONITORING AND EVALUATION

The evaluation will be in accordance and aligned with CPCA Monitoring and Evaluation Framework. The logic model will be refined with the partners following grant awards. Quarterly reporting is to be completed by the outsourced delivery partners for each Funding Stream and reported to the Market Towns Programme phase 2 Manager. Monitoring will be in accordance with the Analysis and Evaluation Manager for the Combined Authority.

The CPCA Market Towns Programme phase 2 Manager will explore the possibility of combining the evaluation of this project with other evaluation activity to take a portfolio approach under each Programme element. This has been done successfully with Local Growth Fund evaluation, whereby a consultancy was engaged to review the impact of a group of projects.

Suggested monitoring metrics include:

Funding Streams	Metrics
Funding Stream 1	Number of co-ownership enquiries Number of co-ownership loans (small) Number of co-ownership loans (large) Number of jobs retained / created Location of places supported
Funding Stream 2	Number of SE enterprises supported in the new hub space Jobs supported in hub space New jobs created Usage (public visits)
Funding Stream 3	Number of pop-up sessions run Number of students engaged



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Agenda Item No: 5.5

Market Towns Programme – Approval of Final Project Proposal (Funding Call 10 – March 2023)

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	22 March 2023
Public report:	Yes
Lead Member:	Mayor Dr Nik Johnson
Key Decision:	Yes
From:	Domenico Cirillo, Business Programmes and Business Board Manager
Forward Plan ref:	KD2023/081
Recommendations:	<p>The Combined Authority Board is recommended to:</p> <ul style="list-style-type: none"> a) Approve the final project proposal received under Market Towns Programme from Huntingdonshire District Council to the sum of £802,150 for the towns of Huntingdon and St Ives. b) Consider the request received from Huntingdonshire District Council to extend the grant longstop completion date for the St Neots Masterplan (Phase 1) project from 31st March 2023 to 31st March 2024.
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 Combined Authority Board approval on:

- Project proposal received from Huntingdonshire District Council (HDC) to allocate £802,150 under the CPCA Market Towns Programme for the towns of Huntingdon and St Ives.
- Project change request received from HDC to extend the grant longstop completion date for the St Neots Masterplan (Phase 1) project and to allow sufficient time for completion of agreed interventions against the remaining CPCA capital funding of £285,000.

2. Background

2.1 The CPCA is committed to helping the region's market towns to thrive and is investing to ensure towns remain vibrant and thriving places. This commitment included the production of a Masterplan for each of the key market towns (based on new research and analysis required to deliver the bold growth ambitions) and their interventions hereby enshrine the importance of inclusive growth, in line with CPIER and LIS recommendations.

2.2 Cambridgeshire and Peterborough Combined Authority funding of £13.1m was allocated across the market towns, with district authority leads able to bid for capital funds for each town. Proposals are invited to support the mobilisation of each Masterplan and against activities which address the needs and those interventions identified as required to drive targeted growth and regeneration of each town in a post Covid-19 pandemic economy.

2.2 All project proposals are independently appraised where the strategic need, economic and commercial case is assessed against an agreed set of appraisal metrics. Appraised applications are scored based on programme criteria set and must achieve a minimum pass mark of 75% to be recommended for Combined Authority Board approval.

3. Funding Call 10 – March 2023

3.1 The following bid is recommended for Combined Authority Board approval. A copy of the independent Appraisal Report is attached as Appendix 1 to this report. HDC have proposed to deliver a programme of activities across the towns of Huntingdon and St Ives which will deliver major improvements across the transport network, town centre environment, support for local businesses, in addition to supporting growth in the visitor-based economy.

3.2 CPCA grant funding of £802,150 is being requested to match an additional £120,000 of partner investment to deliver the following activity:

Huntingdon and St Ives Market Town Regeneration –

- **Broadway (St Ives) Cycle Link Scheme** – highways-based improvement scheme delivered in partnership with Cambridgeshire County Council.
- **St Ives Community Bandstand** - community drive and funded initiative to provide a new venue for cultural events and activities.
- **Shop Front Grant Scheme** - direct grants (of between £5K and £10) towards improving

shop fronts in both Huntingdon and St Ives town centres.

- **Cromwell Museum Expansion** - major investment to ensure the Museum is fit for purpose and includes essential visitor facilities, e.g. washrooms etc.
- **Huntingdon BID Visitor Information** – new facility housed within the Commemoration Hall to provide information concerning the town centre to visitors in addition to providing a base for businesses to visit and liaise with BID staff.

3.2 This is the final bid under the CPCA Market Towns Programme and the £13.1m budget is now fully allocated and approved against a portfolio of 52 projects in total. Overall Programme completion is expected by March 2026.

4. Project Change Request

4.1 HDC have also submitted a project change request to extend the grant longstop completion date from 31st March 2023 to 31st March 2024 for the St Neots Masterplan (Phase 1) project. The project change request is attached as Appendix 2 to the report. This is a legacy project that was awarded £609,655 of grant funding was awarded by CPCA to HDC in delivery of the St Neots Town Centre Masterplan and was a pilot for the Market Towns Programme. These funds were allocated to a wide range of projects including footfall cameras, marketing, and work towards a Business Improvements District (BID).

4.2 In July 2021, a previous project change request was approved by the CPCA to refocus the remaining £285,000 capital funding on alternative activities. This changed the focus of the project away from the development of a BID, which upon review was no longer considered viable in a post Covid-19 economy. Furthermore, the co-working space has not progressed due to the lack of suitable space and acceptable commercial terms for such a facility within the town centre.

4.3 Due to these factors, the project has been delayed with an underspend of £260,000 (not including £24,300 of spend on footfall cameras, which will be completed and claimed by March 2023). This change control request is being submitted to extend the grant longstop completion date to 31st March 2024. The following project activity has been consulted by HDC with local groups including the St Neots Masterplan Steering Group:

:

- **Public Art Programme** – competition to be managed by St Neots Town Council to design and deliver new public art installations, which are community involved/focused and can promote the culture and heritage of the town, thereby supporting the visitor economy. Funding: £50,000.
- **New Stage & Entertainment Area within the Market Square** - to support cultural events at this location, increase footfall and economic performance. Funded: £110,000.
- **Digital Information Service (Wayfinding)** – extension of an existing project being delivered in Ramsey, St Ives, and Huntingdon to also include St Neots. Scheme will provide digital information kiosks, linking to local business services, and physical wayfinding improvements. Funding: £50,000.
- **Co-Retail Scheme** - this will provide budding retailers and entrepreneurs with space within a commercial unit to sell and promote their products. This will generate revenue and support new business growth and retail vitality in the town centre from new and high-quality independent traders. Funding: £50,000.

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Significant Implications

5. Financial Implications

- 5.1 Financial approval is requested for £802,150 of remaining Programme budget (£422,275 for Huntingdon CX1601 and £379,875 for St Ives CX1600) and for £260,000 (for St Neots Masterplan Phase 1 CX8002) to be profiled into 2023-24.
- 5.2 All project payments will be subject to the conditions as set out in the assessment report being met, having a signed funding agreement in place, and the submission of evidence supported grant claims.

6. Legal Implications

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

7. Environmental & Health Implications

- 7.1 None.

8. Other Significant Implications

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

9. Appendices

- 9.1 Appendix 1 – Independent Project Appraisal Report (MTP Funding Call 10 - March 2023).
- 9.2 Appendix 2 – HDC Project Change Request (2) - St Neots Masterplan (Phase 1) Project.

10. Background Papers

- 10.1 [CA Board July 2021 - 3.4 Market Towns Programme - Approval of Change Requests](#)



Project Change Control Request

This document should be used to seek approval to change one or more of the agreed parameters of the project e.g., budget, deadlines.

It can also be used for changes that have already happened or that are already within planned work that will mean the projects falls outside of the agreed tolerances ("slippage"). For example, if additional or reduced finances is required, a change control request should be completed. The Change Request will be considered in line with the agreed parameters and delegations and may need to be referred to the Combined Authority Board, depending on the level of change being requested. The change should not be implemented until Project Board/CPCA approval is obtained.

Please ensure a copy Project Change Request form is saved in the project folder on SharePoint and that changes are recorded on the project highlight reports.

Details of change request	
Project name	Date of change requested
Accelerated Projects (St Neots)	30/01/2023
Project Manager	Project Director
Sam Caldbeck	Kate McFarlane
Details of change requested and impact to project	
<p>£609,655 of grant funding was awarded by CPCA (Cambridgeshire and Peterborough Combined Authority) to Huntingdonshire District Council (HDC) in 2019, focused on St Neots town centre.</p> <p>These funds were allocated to a wide range of projects including footfall cameras, marketing, and work towards a Business Improvements District. In July 2021, however, a change control requested, focused on alternative activities, was submitted to the CPCA and subsequently approved.</p> <p>This changed the focus of the programme away from the development of a Business Improvement District, which upon review was not considered viable. The BID rateable value for example, was not sufficient to generate a sustainable level of income for activities, nor was there clear evidence of support from the business community, post covid impact, which would be necessary for the initiative to proceed.</p> <p>Whilst the footfall cameras are a successful initiative and continue to provide valuable data, the co-working space has not progressed. This is primarily due to the lack of suitable space and acceptable commercial terms for such a facility within the town centre. HDC is investigating if a similar project to this could be delivered as part of wider initiatives, such as the Priory Centre refurbishment (funded by FHSF and CiL), however this would not be within the required timeframe for the current CPCA funded programme.</p> <p>Due to these factors outlined, the programme has an underspend of £260,000 (not including £24,300 of spend on footfall cameras, which will be complete by March 2023). HDC has consequently reviewed all current and potential project activities to determine if we are in</p>	

position to deliver high quality projects utilising these funds, commensurate with the original project benefits anticipated.

This change control request is being submitted to ensure that the grant award is fully utilised and the originally proposed benefits are delivered and/or exceeded. We have consulted with local groups including the St Neots Masterplan Steering group to determine a programme for which delivery can rapidly begin.

We are therefore requesting reallocation of the current underspend towards the following projects:

1. Public art programme – competition to be managed by St Neots Town Council to design and deliver new public art installations, which are community involved/focused and can promote the culture and heritage of the town, thereby supporting the visitor economy. These installations will be located in and around existing areas which are being regenerated and improved, for example the Market Square, £9M scheme for completion in Summer 2024, and the £4M refurbishment of the Priory Community Centre. **Funding to be reallocated: £50,000.**
2. Design and development of a stage / entertainment area within the new Market Square to support cultural events at this location, for the purpose of increasing footfall and economic performance. **Funded to be reallocated: £110,000.**
3. Digital Information Service (Wayfinding) – extension of an existing CPCA programme (being delivered in Ramsey, St Ives, and Huntingdon) to also include St Neots town centre. Scheme will provide digital information kiosks, linking to local business services, and physical wayfinding improvements, e.g. heritage signing / decluttering. **Funding to be reallocated: £50,000.**
4. Co-retail scheme - this will provide budding retailers and entrepreneurs with space within a commercial unit to sell and promote their products. This will generate revenue and support new business growth and retail vitality in the town centre from new and high quality independent traders. **Funding to be reallocated: £50,000**

The total project value proposed above is £260,000. The remaining £24,300 of the funding allocation will be reserved for concluding the footfall camera element of the original programme, before financial year (2023/24) end.

Reason for change

The original specification for the Accelerated Projects in St Neots covered a range of activities which, having been assessed and reviewed by the St Neots Masterplan Steering Group (STN MSG), were no longer considered appropriate or capable of being implemented. The previous fund specification included, for example, the objective of developing a Business Improvement District (BID) within the boundaries of the town centre. However, upon investigation, this was not considered a viable proposition due to the limited floorspace and rateable value within the centre, which would result in a business levy on traders, that would generate an insufficient sum to deliver meaningful new services.

Due to this proposal and other projects within the programme not being taken forward, there is an underspend of £260K from the original funding allocation.

To address this underspend and complete delivery of the St Neots programme, HDC, working with the ST MSG, as described above, has developed a revised programme of projects. These projects

<p>are capable of being rolled out for immediate delivery and are complimentary to existing regeneration activities being delivered as part of the wider Market Town's Regeneration programme.</p>	
<p>Other options considered</p>	
<p>Project staff consulted widely to develop a range of options for project delivery. The projects proposed were considered the only activities, capable of being delivered at a quick pace, using existing partnership arrangements and internal staffing or expertise.</p>	
<p>Costs/impacts of implementing the change</p>	
<p>No additional costs will be incurred by this change. The changes proposed will ensure the programme is delivered to the original budget, whilst also providing significant benefits.</p> <p>These benefits are considered by HDC to be at least equal in impact to the original project specification in terms of the support to the local businesses and wider commercial and cultural impact on the town centre.</p>	
<p>Risk of implementing the change</p>	
<p>The main risks associated with this change and the completion of the funded programme is in ensuring that there is sufficient capacity, skills, and staff to deliver the activities as proposed. HDC has taken action to mitigate this risk. A new team (Market Town's Programme) comprised of three members, (Programme Manager, Project Manager, Project Support Officer) is now in place and will be responsible for managing and overseeing these activities.</p> <p>HDC is also working in partnership with local organisations. St Neots Town Council will also take a lead role in delivering the Public Art competition and scheme delivery.</p> <p>This collaboration and in house resourcing, will help to ensure that appropriate expertise is deployed to all parts of this programme.</p>	
<p>Decisions/approval for change</p>	
<p>Business Board decision</p>	
Name of Director:	
Decision:	
Date of decision:	



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

**MARKET TOWNS PROGRAMME
Investment Prospectus**

Appraisal Report

22nd February 2023

Hewdon Consulting 

**Hewdon Consulting
124 City Road
London
EC1V 2NX**

www.hewdon.com

Registered in England No. 4187876

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

1. Cambridgeshire & Peterborough Combined Authority issued its ninth call for Market Towns funding projects with **one application** received by the agreed timescale.
2. We were asked to act as the independent assessors for the call and this report is prepared to assist the Entrepreneurial Advisory Panel (EAP) conduct its review before the bids are presented onto the Combined Authority's Board for a decision.
3. The project is a package of 5 separate elements that covered different areas of activity. We have summarised these in the table below:

PURPOSE	Number	Value
Place making	2	£472,150
Transport Improvements	1	£200,000
Community Safety	0	£0
Capacity Building	2	£250,000
TOTALS	5	£922,150

4. As these is one this one project in this round allows time to expand on the Scoring matrix and included a summary of each element in the Huntingdon and St Ives Market Town Regeneration project
5. **Broadway (St Ives) cycle link scheme** – This £280k scheme has been consulted on, designed to detailed level, and is ready for delivery. The scheme will be delivered, and match funded by £80k from Cambridgeshire County Council. This project will deliver improvements across the transport network delivering approximately 1km of the Cambridgeshire Active Travel.
6. **St Ives Community bandstand** - This £95k element is community driven, and all designs have been completed, necessary approvals have been received, and the majority of the £40k matching funds has been raised. The scheme aims to foster collaboration whilst providing an asset to the area which will help to support the visitor economy and improving local cultural assets. An appropriate monitoring framework devised to assess this element's impact.
7. **Shop front grant scheme** – This £200k scheme will be promoted and managed by Huntingdon BID and run in both St Ives and Huntingdon. All grants issued will be subject to planning approval and paid upon completion of works. The aim is to enable supported businesses to perform better while providing a more attractive offering to potential customers. The Council expect a minimum of 20 grants to be issued over three separate funding rounds. A cost contribution is expected from applicant, which should amount to between £60,000 and £100,000 of additional third party investment.
8. **Cromwell Museum expansion** - This £350k element is the largest in the package and will be delivered in partnership with the property owner (Huntingdon Town Council) and the Property tenant (Cromwell Museum Trust). It aims to deliver a 70 m2 extension of the existing museum for the purpose of providing visitor amenities and infrastructure e.g., washrooms. The scheme will require planning permission and the building is grade 2 listed. The Council expects to submit a pre-application in March to begin this process. No match funding is included for this element and no outputs were given in the application.
9. **Huntingdon BID Visitor Information** - This £50k element will be housed within the Commemoration Hall. It does not require planning permission and the works required are

minimal, albeit building control approvals will be required. The designs for the layout of the facility are to be commissioned upon confirmation of funding. The Huntingdon Visitor Centre aims to foster and support local tourism businesses.

10. We have recommended the Huntingdon and St Ives Market Town Regeneration for approval with conditions. The detailed recommendation is set out in the next section. This report should be read in conjunction with the appraisal matrix which is provided as a separate attachment.

George Bennett

February 2023

App No.	Applicant	Project	Grant Requested	Recommendations
1	Huntingdon District Council	Huntingdon and St Ives Market Town Regeneration	£802,150	Approval for the requested amount of £802,150 subject to the following conditions: 1. Confirmation that any capital cost overrun will be met by Huntingdon DC 2. An appropriate monitoring framework be agreed to assess each of the 5 sub-project's job creation and wider benefits. 3. Submission of the application form, guidance notes and approval process for the Shop front grant scheme. 4. Submission of a risk assessment for each of the 5 sub-projects. 5. Confirmation of the submission of detailed planning permission on the Cromwell Museum by 31st October 2023 prior to any claim being made by the Museum.
	TOTAL		£802,150	

Market Towns Programme Investment Prospectus

Application Appraisal Matrix (summary)

	Minimum pass is 74 marks (75%)
Project Title / Town:	East Cambs -E-Space (North), Littleport
Criteria	Mark - Edit
Rationale	6
Timescales	4
Activities/Milestones	2
Delivery Arrangements	9
Outputs/Outcomes	10
Strategic Fit	15
State Aid	2
Costs	6
Resourcing	8
VFM	10
Risks	2
Total Score	74.0
Percentage Score	74.7%



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Agenda Item No: 5.6

Capital Investment for Affordable Housing at Fanshawe Road, Cambridge

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	22 March 2023
Public report:	Yes
Lead Member:	Mayor Dr Nik Johnson
From:	Steve Cox, Interim Executive Director for Place and Connectivity
Key decision:	Yes
Forward Plan ref:	KD2023/011 [General Exception]
Recommendations:	<p>The Combined Authority Board is recommended to:</p> <ul style="list-style-type: none"> a) Approve £1M of grant funding to be awarded to Cambridge City Council for a redevelopment project at Fanshawe Road. b) Monitor delivery and outcomes.
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 It is proposed that the Combined Authority (CA) shall award £1m ringfenced capital grant funding to Cambridge City Council to support a redevelopment project at Fanshawe Road in Cambridge.

2 Background

- 2.1 A funding application was submitted by Cambridge City Council to the Department for Levelling Up, Housing and Communities (DLUHC) that has secured £1m of capital funding for a residential redevelopment project at Fanshawe Road, Cambridge.
- 2.2 The funding shall contribute towards land assembly costs.
- 2.3 The current development consists of 1950's flats, adjacent houses, and garages that are to be redeveloped to provide 93 new affordable homes. The homes will be highly sustainable with enhanced open space and the proposal includes improvements to a community pavilion.
- 2.4 The bid submitted can be found at Appendix 1. The application sought £500k of funding to support Project 1 at East Barnwell, and £1m of funding to support Project 2 at Fanshawe Road. Funding was only awarded to support Project 2 at Fanshawe Road.
- 2.5 The funds awarded by DLUHC are specifically for the project at Fanshawe Road so cannot be utilised elsewhere.

Significant Implications

3 Financial Implications

- 3.1 The funding requested is £1m in 2022-23 and will only be used for capital expenditure. This spend is to be completed in the period to 31 March 2023.
- 3.2 The funding will be administered by the Combined Authority in line with the terms of its own constitutional and assurance arrangements.
- 3.3 Cambridge City Council's S151 officer will provide confirmation of spend against this project to the Combined Authority.

4 Legal Implications

- 4.1 Funding has been provided by DLUHC via a s50 grant under UK Internal Markets Act.

5 Public Health Implications

- 5.1 The report recommendations have neutral implications for public health.

6 Environmental and Climate Change Implications

- 6.1 The report recommendations have neutral implications for the environment and climate change.

7 Appendices

- 7.1 Appendix 1 – Funding application

8 Accessibility

- 8.1 An accessible version of the information contained in Appendix 1 is available on request from democratic.services@cambridgeshire.gov.uk

Cambridgeshire and Peterborough Combined Authority projects for potential 2022-23 capital funding

1. East Barnwell Regeneration and Affordable Housing

Version	1.0
Version Date	
Lead Author	Jim Pollard - Senior Housing Development Manager
Senior Responsible Officer (SRO)	Claire Flowers – Head of Housing Development Agency

Data Protection

We confirm we have considered requirements under the General Data Protection Regulation and Data Protection Act 2018 including the need for a Data Protection Impact Assessment. ☐ [Check this box to indicate 'Yes'. Failure to address data protection could delay approval of the business case.]

EXECUTIVE SUMMARY

Cambridge has been described as the most unequal city in England in terms of income distribution. Housing affordability is on average 14 times median wage. The Greater Cambridge travel to work areas is one of the largest outside London. Affordable housing is a constraint on growth and has a big impact on inequality. It is the most significant barrier to levelling up in the city.

Despite Greater Cambridge promoting higher housing numbers (Circa 45,000 to 2040) than the 'standard methodology', revised economic modelling points to a need for even higher housing and employment floorspace growth across Greater Cambridge. Life science turnover is expected to grow by 16% annually, and GVA across the wider economy by 6%. In order to accommodate growth, sustainably and equitably, the City Council needs to regenerate those areas of the city that are at risk of being left behind. This includes East Barnwell, which is one of the most deprived areas of the city, and redevelopment of Fanshawe Road – a social housing. The latter would enable 93 highly sustainable homes as part of a £27.9m capital scheme.

Inflation and rising borrowing costs have put both schemes at risk. £1.5m additional capital funding from DLUHC would act as a catalyst to ensure these projects are delivered and will provide valuable local employment opportunities.

STRATEGIC CASE – *What we're doing, and why*

Please set out a bulleted list of the projects the funding will deliver.

Project 1: This is a regeneration project aimed at East Barnwell - the most deprived area of the city, in the bottom 20% of deprived wards in England. More recent census data published by the ONS has singled out the area adjoining this development as having the highest concentration of unemployment and deprivation in the City. The City Council and the County Council have committed to working together to deliver a new local commercial centre. This will include a community centre, library and pre-school, new commercial and retail facilities, new open space and over 130 new homes. Land assembly and planning are complex. Funding sought is for £0.5m to fund capital spend on professional fees. The Scheme has been approved by the Council. <https://thefutureofeastbarnwell.co.uk/>

The project developed out of a One Public Estate funded master-planning exercise focussed on East Barnwell to address the deprivation in the area, the lack of investment over a long period and the need for public sector agencies to work together particular to better utilise their different land holdings.

Following this work the City Council and the County Council committed to working together to deliver a core project This will include a community centre, library and pre-school, new commercial facilities, new open space and 130 new homes.

The project will form part of the City Council's programme commitment to deliver 1000 new homes for affordable housing. Programme level supervision will therefore be provided by the Housing Scrutiny Committee. Delivery is expected to be undertaken through the Cambridge Investment Partnership (CIP) – an innovative JV between the City Council and Hill Partnerships. The CIP board will therefore provide project governance, with approval from CIP board required at key milestones

CIP submitted a proposal to the City Council and the County Council. In September the councils formally agreed to work together to deliver the project. This requires substantial professional input to enable detailed commitments to be made in March 2023 which will form the basis of a Planning Application.

Project 2: £1m grant sought. Redevelopment of Fanshawe Road 1950s flats, adjacent houses, and garages to provide 93 new highly sustainable, affordable homes on the site, with enhanced open space, as well as improvements to the community pavilion on neighbouring Coleridge recreation ground. Funding is required to enable the council to purchase leaseholder flats so that the scheme can proceed. This is part of £3m total land assembly costs.

This scheme has been approved by the council. The scheme would deliver 44 properties at social rent and 49 at intermediate rent. Borrowing for the scheme has already been approved from the HRA, though costs have now increase due to inflation.
<https://democracy.cambridge.gov.uk/documents/s59544/HSC%20Report%20on%20proposed%20development%20at%20Fanshawe%20Road%2021-06-22%20FINAL.pdf>

ECONOMIC CASE – *Selecting the preferred option*

Please set out the benefits of this project, and the contribution of the funding being bid for.

The funding will plug a viability gap as costs have moved adversely since the June proposal. It will also build confidence in the process which will accelerate delivery of the surveys, plans, reports and analysis required to support a decision by the two Councils and the subsequent planning application.

Key risks (including risks to delivery, legal risks, potential subsidy control issues etc.)

- Planning – Mitigation will be awareness of policy requirements and pre-application discussions with planners
- Local stakeholders – Mitigation will be intensive consultation with community organisations and other relevant parties. This has already commenced -
- Viability – Mitigation will be attention to cost issues in building design consistent with quality, sustainable, fit for purpose buildings and maximising revenue streams to the project

Sensitivities and dependencies

- The scheme depends upon the close co-operation of the two Councils and the engagement with the local community. The two Councils have committed to working together; engagement with the local community at the level of public consultation and particular stakeholders is well advanced. This needs now to be supported by the development of detailed plans and analysis of key issues

Please also confirm that the funding would be spent on projects consistent with the goals set out in your devolution deal and agreed with government;

- Yes, specifically, CPCA strategic priorities for 'Achieving Good Growth' and 'Enabling Resilient Communities'.
- The projects incorporate an integrated approach to delivering community infrastructure; co-ordination with Greater Cambridge Partnerships work on Eastern Approaches to Cambridge - an integrated approach to transport; and new highly sustainable homes support both housing delivery and the climate change agenda.

You are confident the projects are highly likely to represent value for money and your local accountability processes are robust, such that you are confident value for money will be ensured before the funding is allocated;

CIP is a fifty-fifty project between Cambridge City Council and Hill. Risks and profits are shared; this alignment of objectives is key to the success of the JV. An independent red book valuation exercise will be carried out by the Councils to ensure accountability in relation to asset transfers, costs and benefits.

Outcomes will be assessed through the monitoring and evaluation approach set out in the management case below; and

- The outcome of the funded project will be the preparation of plans, surveys and valuations to support decision making in March and the preparation of a Planning Application. The delivery of the project will be phased. The target is to deliver phase 1 by May 2025

- Our s151 officer agrees that it is vfm and feasible that the funding can be spent in 2022-23.

COMMERCIAL CASE – *Preparing for the potential Deal*

There are financial viability appraisals for these projects which demonstrate they are commercially viable.

Funding to be provided to Cambridge City Council. The Fanshaw Road costs are direct to the City Council as part of the land assembly.

The East Barnwell Costs are within the Cambridge Investment Partnership – an LLP between the City Council and the Hill Group and will be managed through this.

There are risk frameworks in place for both projects and the framework for delivery follows the effective Cambridge Investment Partnership model.

FINANCIAL CASE - *How much it will cost, and how it'll be funded*

The funding requested in this business case is £1.5m in 2022-23 and would be sought from DLUHC via a s50 grant under UK Internal Markets Act. The funding will only be used for capital expenditure. This spend will be completed in the period to March 2023

The MCA would use its normal assurance, procurement, and payment processes to administer the funding. The funding will be administered by the MCA in line with the terms of its own constitutional and assurance arrangements.

East Barnwell. Total scheme cost is: £41 million Funding requested is to support capital development costs for professional fees to enable a planning application to be made in the Spring for a development project. Funding is £500,000 for this element to support the professional fees.

This funding is required to support project viability, this is a public sector land led opportunity delivering on a project that has been stalled for over 10 years. Securing this funding will support project viability and enable the project to move forward to delivery sooner- providing facilities and housing in the City. Other funding is provided via City Council and County Council development finance and borrowing.

Fanshawe Road. This funding supports wider project development costs for projects in Cambridge. Total scheme cost is: £27.9 million financed via the City Council HRA. The total costs for the City Council in securing vacant possession is circa £3million. Funding is £1m for this element.

Funding requested is to support land assembly costs of this approved capital project. This equates to less than 2% of the total scheme cost. Further funding would be met by Council borrowing, development partner borrowing, Homes England grant - not yet secured. This scheme will deliver circa 90 new homes.

This funding is required to support earlier acquisitions of property to enable Vacant Possession and therefore enable the delivery of new housing at a faster pace. It will also support project viability at a time when then higher costs of development are likely to impact the delivery. Securing funding will support the quality of delivery including the low carbon agenda.

VAT on capital spends will be able to be recovered by the Council in full.

MANAGEMENT CASE – *How will delivery of the programme/project be planned, monitored and overseen to evaluate and ensure its success?*

The grant will be paid by the DLUHC team responsible for the administration of the MCA's investment fund. No additional resource is required.

The grant will be administered and delivered by the MCA. The proposed timeline for the project is:

For East Barnwell there are existing project approvals from City and County Council (Sept 22) The target is to deliver further reports to the City Council by Committee date 14.3.23 and to the County Council by committee date 28.3.23. The planning application will be submitted shortly thereafter. The bulk of the preparatory work for the application will be completed by 31.3.23. The MCA is confident we can deliver to this timeline.

For Fanshaw Road there is an existing project approval by Cambridge City Council – June 2022 and the work to secure vacant possession is already underway.

The planned monitoring and evaluation is via an existing Project Board established at officer level including officers from both the City Council and the County Council. A dashboard report will provide a clear picture of progress. Senior Officers are also engaged through the Housing Programme Board. Ultimate oversight sits with Council Committees and the CIP Board.

The outcomes of these projects will be assessed through the monitoring and evaluation approach outlined above. The MCA commits to providing a short progress update against spend and impact in May 2023. Thereafter, outcomes will be captured via over-sight reporting which will continue to be through the processes identified for the initial stage. As the project moves into construction process further professional support will be required. These are through established process the City Council has in place and can be seen through the effective delivery of the 500 homes devolution programme.



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Agenda Item No: 5.7

Greater South East Net Zero Hub Local Energy Advice Demonstrator Projects

To: Cambridgeshire and Peterborough Combined Authority Board

Meeting Date: 22 March 2023

Public report: Yes

Lead Member: Councillor Bridget Smith, Lead Member for Environment and Climate Change

From: Maxine Narburgh, Regional Head Greater South East Energy Hub

Key decision: Yes

Forward Plan ref: KD2023/012 [General Exception]

Recommendations: The Combined Authority Board is recommended to:

- a) Agree the acceptance of the Department for Energy Security & Net Zero, Local Energy Advice Demonstrators (LEAD) Projects MoU 2022 to 2025.
- b) Delegate authority to the Director of Place and Connectivity in consultation with the Chief Finance Officer and Monitoring Officer to finalise the details of the LEAD MoU and to enter into the LEAD MoU.
- c) Delegate authority to the Director of Place and Connectivity, upon the recommendation of the Hub Board, to approve the award of grants for the LEAD project where the decisions do not impact the Combined Authority budget or staffing arrangements and to execute the corresponding grant agreements. Such approvals or decisions to be reported to the next meeting of the Combined Authority Board on the exercise of that delegation.

- d) Delegate authority to the Director of Place and Connectivity, in consultation with the Chief Finance Officer, to approve the budgets corresponding to the LEAD MoU.
- e) Agree the variation to the Net Zero Memorandum of Understanding (MoU) to incorporate the additional strategic projects and funding detailed in paragraph 2.12 of this report.
- f) Delegate authority to the Director of Place and Connectivity in consultation with the Chief Finance Officer and Monitoring Officer to finalise and execute the variation of the Net Zero MoU.
- g) Delegate authority to the Director of Place and Connectivity, upon the recommendation of the Hub Board, to approve the award of grants, contracts and agreements arising out of the Net Zero MoU where the decisions do not impact the Combined Authority budget or staffing arrangements and to execute the corresponding grants, contracts and agreements. Such approvals or decisions to be reported to the next meeting of the Combined Authority Board on the exercise of that delegation.
- h) Approve the establishment of a Retrofit project board, based on the terms of reference and governance framework for the Sustainable Warmth project board and delegate authority to the Director of Place & Connectivity, in consultation with the Lead Member for the Environment and Climate Change, Chief Finance Officer and Monitoring Officer, to agree the specific terms of reference and governance framework.

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

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

1. Purpose

- 1.1 To agree acceptance of the Local Energy Advice Demonstrator MoU and delegate authority to the Director of Place & Connectivity, upon the recommendations of the Hub Board to approve the award of grants and approve budgets. In particular:
- a. To agree the acceptance of the DESNZ Local Energy Advice Demonstrator Projects Memorandum of Understanding (MoU) 2022-2025.
 - b. Delegate authority to the Director of Place and Connectivity, in consultation with the Chief Finance Officer & Monitoring Officer to finalise the details and sign the MoU.
 - c. Delegate authority to the Director of Place and Connectivity, upon the recommendation of the Hub Board, to approve the award of grants for the LEAD project where the decisions do not impact the Combined Authority budget or staffing arrangements and to execute the corresponding grant agreements. Such approvals or decisions to be reported to the next meeting of the Combined Authority Board on the exercise of that delegation.
 - d. Delegate authority to the Director of Place and Connectivity in consultation with the Chief Finance Officer to approve the budgets for the LEAD MoU.
 - e. Delegate authority to the Director of Place and Connectivity in consultation with the Chief Finance Officer and Monitoring Officer, to enter into agreements and approve the budgets corresponding to the LEAD MoU.
- 1.2 To agree the variation to the Net Zero MoU 2022-2025 to incorporate five strategic projects with a value of £270,000. In particular:
- a) Delegate authority to the Director of Place & Connectivity in consultation with the Chief Finance Officer and Monitoring Officer to finalise and execute the variation of the Net Zero MoU.
 - b) Delegate authority to the Director of Place and Connectivity, upon the recommendation of the Hub Board, to approve the award of grants, contracts and agreements arising out of the Net Zero MoU where the decisions do not impact the Combined Authority budget or staffing arrangements and to execute the corresponding grants, contracts and agreements. Such approvals or decisions to be reported to the next meeting of the Combined Authority Board on the exercise of that delegation.
- 1.3 To establish a Retrofit Project Board for the Sustainable Warmth successor project. In particular:
- a) Approve the establishment of a Retrofit project board, based on the terms of reference and governance framework for the Sustainable Warmth project board and delegate authority to the Director of Place & Connectivity, in consultation with the Lead Member for the Environment and Climate Change, Chief Finance Officer and Monitoring Officer, to agree terms of reference.

2. Background

Local Energy Advice Demonstrator

- 2.1 The most recent report from the Climate Change Committee stated that Government needs to do more to broaden engagement with consumers to support decarbonisation of buildings. The report recognised that a clear priority is the delivery of an effective energy advice service given the current energy bills crisis and slow progress with decarbonising buildings. It asked for an ambitious advice offer that would save individuals and businesses money and provide advice on how to adapt energy systems to cope with the impacts of climate change.
- 2.2 To address this Government committed, in the Energy Security Strategy, to an energy advice service on GOV.UK (Summer 2022), a phonenumber service (Winter 2022) and the launch of local in-person advice pilots in April 2023.
- 2.3 The in-person advice pilots will offer community-led approaches which aim to reach consumers and building types that particularly require in person advice, including, but not limited to:
 - a) Hard-to-treat buildings – the UK has the oldest building stock in Europe. In-person visits can better capture the complexities of these building types, which are harder to address through digital and telephone advice.
 - b) Vulnerable consumers – local, in-person advice may extend the service to certain consumer types e.g., the elderly, disengaged, those with limited internet access, minority ethnic groups, etc.
- 2.4 Third sector organisations, local authorities and not-for-profit organisation will be eligible to apply for grants of up to £2million each over 2 years. Projects must be community led with viable proposals, demonstrating quality and value for money. DESNZ is seeking to fund a range of different types of project across the five Hubs.
- 2.5 The total capital value of the competition will be circa £20million, subject to HMT approval in March/April 2023, with 10% made available for the administration of the project. This will be apportioned across the five Net Zero Hubs, the GSENGH anticipate ~£4million grant fund and £440K for administrative costs.
- 2.6 The Net Zero Hubs have scoped the competition framework, drafted the application and guidance for DESNZ approval and undertaken stakeholder engagement. The GSENGH will be responsible for the launch, grant administration, management and monitoring of the competition in 2022-2025. This is the subject matter of the draft MoU.
- 2.7 DESNZ issued a draft MoU for the mobilisation of the Local Energy Advice Demonstrator projects, this has been reviewed by legal and is pending final issue. £34K has been incurred by the GSENGH for 2022-23, to cover internal costs to design the competition, engage with potential applicants and prepare for launch.
- 2.8 Between April 2023 to 2025 the GSENGH will administer the fund, monitor the projects, including progress, ensuring that projects are delivering in terms of scope, value and timeline, escalating issues as necessary, and providing regular monthly reports to the Department. The scope of services and the project fund will be subject to variations to the

MoU.

- 2.9. The Hubs will lead on the assessment of project proposals with DESNZ officers. Funding decisions will be made by a national panel and ratified by the GSENZH Board.
- 2.10. On the 21st October the GSENZH Hub Board approved the following recommendations:
- a) Agree to the Hub Board providing the governance for the project (approval of applications, project oversight and reporting).
 - b) Agree to the Hub procuring technical support to provide advisory services to support the delivery of the project.

Variation to the Net Zero Programme MoU

- 2.11 At the 30th November CA Board it was agreed to accept the BEIS (now Department of Energy Security & Net Zero) Net Zero Memorandum of Understanding (MoU) for core net zero activities (2022-2025).
- 2.12 On 8th March 2023 DESNZ confirmed approval of £270,000 for the following ringfenced strategic projects, these will be subject to a variation to the MoU in March 2023:
- £100,000 Hastings Partnerships for Places and People
 - £70,000 Net Zero Delivery Vehicle Business Case development
 - £50,000 Health and other public estate as anchors for Net Zero - Development of a Mapping and Feasibility tool
 - £25,000 Mapping and decision-making toolkits for zero carbon places
 - £25,000 Park & Ride Zero Carbon Hubs - feasibility and business case development
- 2.13 The GSENZH will contract and manage the projects, reporting to the Net Zero team at DESNZ.

Establishment of a Retrofit Project Board

- 2.14 At the 31st August 2022 CA Board meeting it was approved to establish a retrofit project board for the Sustainable Warmth project, a consortia of 64 local authorities.
- 2.15 The governance framework was developed and through delegated authority to the Interim Chief Executive, in consultation with the Lead Member for the Environment and Climate Change, Chief Finance Officer and Monitoring Officer, the terms of reference were agreed.
- 2.16 The terms of reference were agreed by the Sustainable Warmth Project members at the first meeting on 29 November 2022 and are attached in Appendix 8.1.
- 2.17 A Retrofit Project Board is required for the successor project that will commence in 2023 to 2025, this is a consortium of 48 local authorities.

Significant Implications

3. Financial Implications

- 3.1 The LEAD MoU is for the period 01/07/2022-31/03/2025. The maximum amount of grant offered by DESNZ is £4,440,000. £4million (90%) of the grant is for successful applicants to deliver the programme objectives. £440,000 (10%) is for the GSENZH to administer the competition, manage and monitor the activities of the grant recipient.
- 3.2 The LEAD MoU is due for final issue, signature and return by the end of March 2023. This includes the payment for internal costs incurred in 2022/2023 for the design of the scheme and stakeholder engagement. Internal committed costs have been minimised ahead of funding confirmation to mitigate risk to the Authority.
- 3.3 Should the LEAD scheme be required to launch ahead of the funding confirmation, DESNZ will provide a letter of intent. No grant agreements will be entered into with successful applicants until the funds are confirmed for 2023/2024.
- 3.4 The Net Zero Programme MoU variation is for five ringfenced strategic projects, the MoU is due for final issue and return by the end of March 2023. The project funding will be ringfenced for the delivery of these projects.

4. Legal Implications

- 4.1 The LEAD MoU is a non binding agreement between the Department for Energy Security and Net Zero and the CPCA as accountable body for the Net Zero Energy Hub. Accordingly, it is not legally enforceable by either party however, it states that the parties enter into it intending to honour their obligations.
- 4.2 The draft LEAD MoU provides that the grant funding must be used for the LEAD Projects MoU and cannot be used for extraneous activities.

5. Public Health Implications

- 5.1 The report recommendations have positive implications for public health.

6. Environmental and Climate Change Implications

- 6.1 The report recommendations have positive implications for environment and climate change.

7. Appendices

- 7.1 Appendix 1: Sustainable Warmth Project Board Terms of Reference
- 7.2 Appendix 2: Sustainable Warmth Governance Framework

8. Background Papers

- 8.1 [Combined Authority Board Report 30 November 2022](#)
- 8.2 [Combined Authority Board Report 31 August 2022](#)

Sustainable Warmth Project: Project Board Terms of Reference

Document Details:

Project	Sustainable Warmth Project
Project Sponsor	Mark Parkinson
Purpose	To provide a term of reference for the management of the project board for the Sustainable Warmth Project.
Grant Authority	The Department for Business, Energy and Industrial Strategy
Chair	Project Sponsor
Version	2
Produced by	Scott Matthews
Issue date	15.12.22

Version and Approval History:

Version	Date	Purpose / Change	Produced by	Approved by	Date
0.1	Sep '22	First Draft	S Matthews	Project Lead	14 Oct
0.2	Oct '22	Second Draft with comments from Project Lead	S Matthews	Project Lead	
0.3	Nov '22	Final Draft for issue to Sponsor	S Matthews	Project Lead	01 Nov
1	Nov '22	Signed off with Sponsor	S Matthews	M Parkinson	15 Nov
2	Dec '22	Updated with SW Project Board Feedback	S Matthews	R Hall	15 Dec

1. Project Background

The [Sustainable Warmth Competition](#) is a single funding opportunity bringing together two fuel poverty schemes. Through which, Government aims to save households money, reduce fuel poverty, cut carbon and support the aims of the Prime Minister's 10 Point plan for a [Green Industrial Revolution](#). The Competition provides funding to upgrade homes both on and off the mains gas grid and is comprised of £286.8m for low-income households heated by mains gas through a third phase of LAD and up to £152.2m for low-income households off the gas grid; the HUG Phase.

The Competition will provide funding to improve low energy performance in England by installing Eligible Measures. Upgrades delivered through the Sustainable Warmth Competition should be completed by the delivery deadline of 31 March 2023.

Failure to effectively control delivery in previous projects, including failure to deliver adequate installations prior to the mid-term review point resulted in a significant level of funding being returned to BEIS as the Sponsoring Department. If current forecasts for September, October and November are not met, further funding will be reclaimed by BEIS.

2. The role of the Project Board

It is essential the Project Board carries out regular monitoring of the project including project milestones, project outputs, and project risks for the Sustainable Warmth Project. The Project Board will serve as a forum to assess if the Project remains within the agreed tolerances and scope and to give the project a clear steer when decisions are required and/or need to be escalated within the governance structure.

Ultimately the Project Board is responsible for making sure that delivery is taking place, is monitored, and is maximised.

The board will have decision-making abilities in line with the delegation agreed in the constitution, the Memorandum of Understanding with BEIS and, core CPCA documentation.

3. Project Drivers

A key driver is to raise the energy efficiency rating of low-income and low EPC rated homes (those with D, E, F or G). This funding will also support low-income households with the transition to low-carbon heating. The expectation is that the competition will deliver the following outcomes¹:

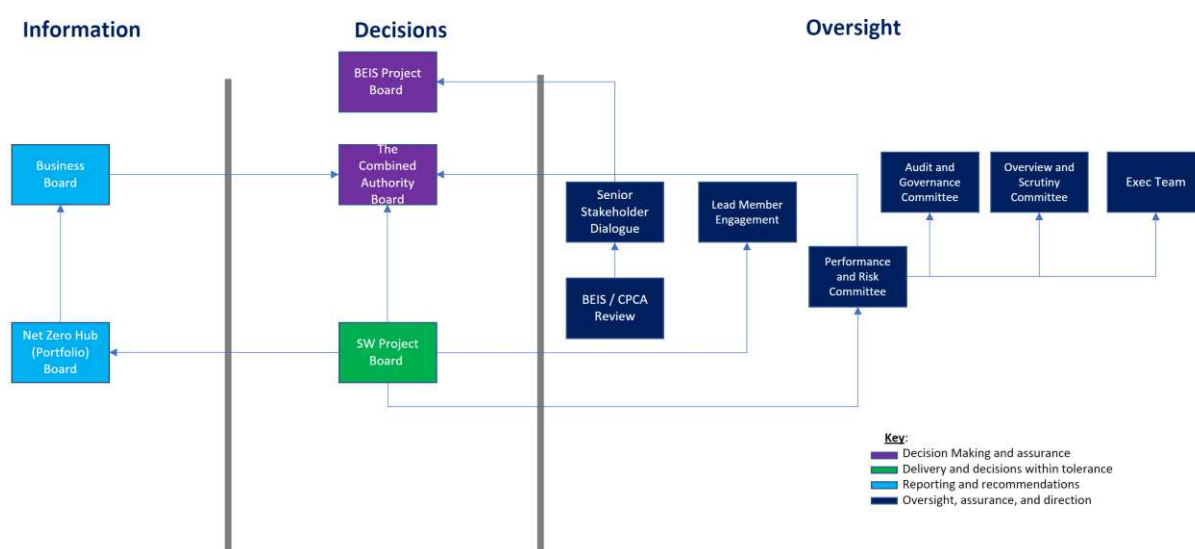
1. Tackle fuel poverty by increasing low-income homes' energy efficiency rating while reducing their energy bills –a key principle of the Sustainable Warmth: Protecting Vulnerable Households in England Strategy 2021.
2. Deliver cost effective carbon savings to carbon budgets and progress towards the UK's target for Net Zero by 2050.
3. Support clean growth and ensure homes are thermally comfortable, efficient, and well-adapted to climate change.

¹ As stipulated in the SWC HUG1 & LAD3 MOU: BEIS and the CPCA (signed 19.11.21)

4. Support economic resilience and a green recovery in response to the economic impacts of Covid-19.

4. Sustainable Warmth Governance

The Project Board is a forum to assess if the Project remains within the agreed tolerances and scope and to provide unified direction to the project and Project Manager. It informs the Project Sponsor to ensure decisions are made or escalated within the governance structure.



5. Role, Responsibilities and Accountabilities

The project board is expected to fulfil the following functions:

Accountable for:

- The success of the project as delegated by the CPCA Board through the Greater South East Net Zero Hub

Responsible for:

- Effective governance and project controls
- Ensuring Project outputs are planned, monitored, and recognised
- Ensuring the project remains viable, deliverable, and desirable
- Ensuring project progress is managed effectively and outputs are maximised
- Facilitating cross functional integration across the project
- Requesting the necessary resources to deliver the project
- Confirming project tolerances within the Sponsor's thresholds
- Ensuring effective decision making
- Managing risks, issues, changes, and exceptions
- Management of Gateway Reviews

Performance, fraud, and reporting:

- Manage and report progress against plan and forecast
- Manage finance actuals vs forecast
- Ensuring a robust fraud risk assessment in place, with mitigating counter fraud actions
- Managing fraud prevention and associated activities as set out in the plan

Escalations received:

- Receiving Early Warning Notifications
- A change requires a decision at the Project Board or needs approval for further escalation

- Escalated risk

Decisions and approvals:

- Decisions on escalated issues
- Approving project change within project tolerance, or escalating to committee or board
- Identifying RAG changes (to be signed off by the sponsor)
- Approving the plan and associated resources

Communications and Support:

- Providing direction and support to the Project Delivery Team
- Ensuring there is a communications plan and effective communication is taking place
- Providing the cascade of information from more senior governance forums

6. Quorum requirements and decision making

A minimum of the following must be present for decisions to be made:

- Project Sponsor
- 5 of the consulted members

Decisions will be made within the following tolerances:

Receives Escalations	Escalates when	Delegated Authority
<ul style="list-style-type: none"> All project level risks that cannot be treated / mitigated in lower-level forums Portfolio / corporate level risk identified in lower-level forums Change control which requires a Project Board Decision Decisions that require Project Board approval Ratification of decisions required at high level forums 	<ul style="list-style-type: none"> All corporate level risk that cannot be resolved or mitigated (to the CA Board and PARC) All project level risk that cannot be treated / has an impact outside of the agreed 30% budget tolerance for risk (to the CA Board & PARC) Portfolio level risk that cannot be resolved to the Net Zero Hub Reputational risk (to PARC, lead member and CPCA board) Decisions that cannot be made at the project board 	<ul style="list-style-type: none"> Change control decisions within risk tolerance (30% of total budget) Changes to timeline Ability to accelerate spending CapEx decisions up to £15m (requires decisions to be discussed with the Lead Member, Finance team and CA Board) RevEx decisions up to £0.5m Management of the project Management of project level risk (up to 30% of total budget)

Decisions will be made in line with the following rules:

- Board members will be consulted where a decision is required
- The Project Sponsor is responsible for all decisions

7. Inputs, Outputs and Secretariat

Inputs and outputs can be found in the following table.

Inputs	Outputs
<ul style="list-style-type: none"> Highlight report including: <ul style="list-style-type: none"> Project Plan / milestones Project finances RAID Communications activity, Commercial management activity Change Requests Escalated Risks, Issues, Dependencies Items for discussion (when requested) 	<ul style="list-style-type: none"> Minutes and actions Items to report to CA Board (monthly) Change Request escalations and approvals Monthly finance approved

The secretariat will be responsible for issuing the meeting invites.

The secretariat will issue papers no later than 3 working days prior to the meeting.

The secretariat will issue minutes and actions within 5 working days of the meeting.

The standing agenda will include, but not be limited to:

- Minutes and actions from previous meeting
- Highlight report discussion
- AOB

8. BEIS Engagement, Escalation and Cascade

Items that have escalated from LA's (via EEPM's) will be discussed between the SW project team and the BEIS project team at the regular fortnightly meeting slot or escalated directly to the BEIS project team by email.

Items discussed at the SW Project Board meeting that require further discussion with BEIS will be raised at the fortnightly meeting between the project team and BEIS or escalated directly to the BEIS project team by email.

Items discussed at the SW Project Board meeting that require a change from BEIS will have a change request raised by the SW Project team and submitted to BEIS for consideration at their programme board.

When required items may be discussed at meetings between the

- SW Project Lead and the BEIS Deputy Director, and / or:
- SW Sponsor and the BEIS SRO and Minister

These meetings are scheduled as required and usually relate to changes to the overall scale or scope of the scheme.

Cascade of information relating to BEIS engagement will be provided to project board members as part of the highlight reporting process.

9. Membership

The project board is made up of representatives from the CPCA, the GSE Net Zero Hub and the Consortia Leads. Specialists can be invited for specific Board items.

Board members are expected to make effective challenge on progress, methodology and the outputs of delivery. The chair should ensure all members feel their voice is heard and seek to ensure proactive collaboration is taking place.

All voting members are expected to have the delegated authority to make decisions on behalf of their organisations. The Sponsor is the ultimate decision maker within the Project structure.

Where a board member cannot attend it is expected that they inform the chair and a delegated representative attend on their behalf.

Role	Organisation	Name	Consulted Member
Project Sponsor (chair)	CPCA	Mark Parkinson	Y
GSE Net Zero Hub Lead	CPCA	Maxine Narburgh	Y
CPCA Project Lead	RH Consulting	Richard Hall	Y
Consortia Lead – Bedfordshire	Luton Borough Council	Shabir Hussain	Y
Consortia Lead – Berkshire	RBWM	Hayley George	Y
Consortia Lead – Buckinghamshire	Buckinghamshire	Alexander Beckett	Y
Consortia Lead – Essex	Southend	Jo Gay	Y
Consortia Lead – GLA	LB Havering	Nick Kingham	Y
Consortia Lead – Hampshire	Test Valley	Helen Taylor	Y
Consortia Lead – Hertfordshire	Hertfordshire Climate Change and Sustainability Partnership	Helen Burrige	Y
Consortia Lead – Kent	Thanet District Council	Eve Lockton-Goddard	Y
Consortia Lead – Northamptonshire			Y
Consortia Lead – Oxfordshire			Y
Consortia Lead – Surrey	Surrey County Council	Carolyn McKenzie	Y
SW Programme Manager	CPCA	Chris Bailey	N
EEPM's	CPCA	Clare Watters, David Crookes, Dipna Pattni	N
Project Finance Lead	CPCA	Esther Fadahunsi	N
PMO Representative (optional)	CPCA	Chris Bolton	N
Procurement Lead (optional)	CPCA		N

Stakeholder Engagement Manager	CPCA	Dawn Murphy	N
Secretariat	CPCA	Erica Sutton	N

10. Meeting Frequency

The board will meet monthly.

11. Common Project Acronyms

Acronym	Translation
BEIS	Business, Energy & Industrial Strategy
CPCA	Cambridgeshire & Peterborough Combined Authority
DPS	Dynamic Purchasing System
DSA	Data Sharing Agreement
ECO	Energy Company Obligation
EEPM	Energy Efficiency Project Manager
EPC	Energy Performance Certificate
FP	Framework Provider
GFA	Grant Funding Authority
GLA	Greater London Authority
GSENZH	Greater South East Net Zero Hub
HUG	Home Upgrade Grant
IAA	Inter Authority Agreement
KPI	Key Performance Indicator
LA	Local Authority
LAD	Local Authority Delivery (scheme)
MA	Managing Agent
MoU	Memorandum of Understanding
NVQ	National Vocational Qualification
PV	(Solar) PhotoVoltaic
RAG	Red, Amber, Green
RAID	Risk, Actions, Issues, Decision
SAP	Standard Assessment Procedure
SW	Sustainable Warmth
ToR	Terms of Reference



Greater South East Net Zero Hub

Governance Framework for Sustainable Warmth

High Level Document Summary

This document sets out the Governance Framework utilised by the Cambridge and Peterborough Combined Authority (CPCA) as an Accountable Body for the Greater South East Energy Hub (GSEEH), to assist the managed delivery of the Sustainable Warmth (funding for the Home Upgrade Grant Phase 1 (HUG1) and/or Local Authority Delivery Phase 3(LAD3)) Project.

Document Control

Revision	Date	Purpose	Author	Notes
0.1	Aug 2022	First Draft for Review	SM	Ready for circulation and initial feedback comments
0.2	Aug 2022	Second Draft	SM	Re draft following feedback from RH Consulting
0.3	Sep 2022	Updated Draft	SM	Includes comments from Gordon Mitchell, Jon Alsop, Edwina Adefehinti & Esther Fadahunsi
0.4	Oct 2022	Issued for final sign off	SM	Included all comments and inputs received to date.
1	Nov 2022	Version 1	SM	All updates included

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NB: Throughout the document Sustainable Warmth is referred to as “The Project”

1. Purpose

This framework sets out the governance arrangements for The Project being undertaken by CPCA and the Greater South East Net Zero Hub (GSENZH). It includes how decisions are made, which can be delegated, and how, when and where escalations take place. As The Project progresses, the arrangements are expected to evolve and review points will be agreed. The first formal review is scheduled for December 2022.

The framework adheres to CPCA ways of working, processes, and frameworks, and is mindful of the CPCA Improvement Plan (pending approval) and the BEIS Hub Governance Structure Review (due September - November 2022) both of which may require the framework to be reviewed again. Appendix 1 lists the people engaged production, and Appendix 2 lists the source documents utilised. The framework is complimentary to the governance guidance specified in the [CPCA 10 Point Guide to Project Management](#), which aims to:

“allow for project governance that is robust but also proportionate, recognising the diversity of the projects we undertake”.

The framework also considers the BEIS governance structure, The [HMT Green Book](#), and [Managing Public Money](#), which states:

“Public sector organisations should have good quality internal governance and sound financial management. Appropriate delegation of responsibilities and effective mechanisms for internal reporting should ensure that performance can be kept on track. Good practice should be followed in procuring and managing resources and assets; hiring and managing staff; and deterring waste, fraud, and other malpractice”

2. Framework Goals

The goals of the Framework are to ensure clarity across the Governance Landscape for the delivery of The Project through:

- **Everyone understands the role they play** in delivery, decisions, and escalations
- **Accuracy, accountability, and transparency** across the reporting chain
- **Empowered leaders** make clear and consistent **evidence-based decisions** at the **right time in the right forum**
- **Challenge enabled** on progress, methodology and the outcomes of delivery
- **Proactive and collaborative communication** and external **relationships**
- **Audit and assurance** at all levels of the chain
- **Controls** are **understood** and **adherence monitored**
- **Stakeholders** feel their **voice is heard**.

3. Scope of the Governance Framework

The framework focusses on governance structure, process, tolerance, and control relating to The Project. It does not list responsibilities outside of the purview of the Project. For example, if a board / person has responsibilities outside of the remit of The Project, they will not be referred to. Whilst BEIS governance structures are contained within the framework as an important part of the structure, the CPCA does not have any influence over how BEIS chooses to manage the overall programme, or the controls set therein. A list of Local Authorities engaged in The Project can be found in appendix 3.

4. High Level Project Background

The [Sustainable Warmth Competition](#) is a single funding opportunity bringing together two fuel poverty schemes. Through which, Government aims to save households money, reduce fuel poverty, cut carbon and support the aims of the Prime Minister's 10 Point plan for a [Green Industrial Revolution](#). The Competition provides funding to upgrade homes both on and off the mains gas grid and is comprised of £286.8m for low-income households heated by mains gas through a third phase of LAD and up to £152.2m for low-income households off the gas grid; the HUG Phase. The Competition will provide funding to improve low energy performance in England by installing Eligible Measures. Upgrades delivered through the Sustainable Warmth Competition should be completed by the delivery deadline of 31 March 2023.

5. Project Outcomes

A key driver is to raise the energy efficiency rating of low-income and low EPC rated homes (those with D, E, F or G). This funding will also support low-income households with the transition to low-carbon heating. The expectation is that the competition will deliver the following outcomes¹:

1. Tackle fuel poverty by increasing low-income homes' energy efficiency rating while reducing their energy bills –a key principle of the Sustainable Warmth: Protecting Vulnerable Households in England Strategy 2021.
2. Deliver cost effective carbon savings to carbon budgets and progress towards the UK's target for Net Zero by 2050.
3. Support clean growth and ensure homes are thermally comfortable, efficient, and well-adapted to climate change.
4. Support economic resilience and a green recovery in response to the economic impacts of Covid-19.

6. Accountable Body

CPCA, as the Grant administrator is accountable for delivery of The Project as per the terms of the SW MOU (signed 19.11.21) and subsequent variations. It operates The Project, through the GSENGH, which operates many other schemes within its portfolio of projects, representing a consortium of Local Energy Partnerships (LEPs). The arrangements for GSENGH are stipulated in the Accountable Body Agreement (signed 24.10.19). The Accountable Body

¹ As stipulated in the SWC HUG1 & LAD3 MOU: BEIS and the CPCA (signed 19.11.21)

Agreement stipulates the ways of working for the HUB and sets out the original objectives² which are in the process of being updated in the *Draft* MOU for the Net Zero Hub, covering 2022-25 (see section 8).

7. The Relationship with BEIS

BEIS, as the Grant Authority is the provider of funds and ultimately responsible for the management of the National Programme (of which SW is part), including the delivery of benefits, setting the overall strategic direction, alignment with wider Government schemes and Departments, and setting the overarching priorities. They will support Net Zero Hubs and hold the reins on the management of the Business Case produced to obtain programme level funding. The BEIS team is part of the Net Zero Buildings Domestic Directorate, under the Director General (DG) for Net Zero Buildings and Industry.

8. The Net Zero Hub

The Net Zero Hub is mandated as part of the Accountable Body Agreement, currently being updated: *Draft* MOU for the Net Zero Hub, covering 2022-25.

Each Hub must maintain a regionally representative governance structure to oversee Hub activities, of which domestic property retrofit is one strand. The accountable body for each Hub is the Local/Combined Authority (in this case the CPCA) which hosts the Hub and to whom Hub operations funding is devolved from BEIS. Each Hub has a Board made up of local representatives, regional leaders and third parties, which is responsible for ensuring supported projects are in line with wider Net Zero goals and signing-off resource/funding decisions for the hub structure and operations.

BEIS has set the Net Zero Hub the following objectives in the Draft MOU for the Net Zero Hub, covering 2022-25:

1. Continue to increase the number, quality, and scale of local Net Zero projects being delivered across the region in line with national targets and strategies, including supporting the early-stage development and delivery of projects. The scope of Net Zero projects will be agreed by the Hub and its board and set out in the operating strategies. (As of 12 August 2022: Strategy still in development with no timeline for completion).
2. Attract commercial investment and help LAs and other local public sector bodies to develop investment models which accelerate progress to Net Zero. Commercial funding can come from private, public (non-grant) and social investment including from communities, whilst directly contributing to building a stronger and greener future which supports clean growth and levelling up.
3. Collaborate with BEIS to develop and support Net Zero elements to wider programmes and initiatives delivered across England, including the Transport Decarbonisation Plan and Levelling Up. This collaboration will be led by BEIS and Hubs will support this work depending on capacity.
4. Support a national knowledge transfer programme to improve information sharing, training, and evaluation and create a network of experience that amalgamates learning to strengthen and teach others.
5. Raise local awareness of opportunities for and benefits of local Net Zero investment – including through national schemes.

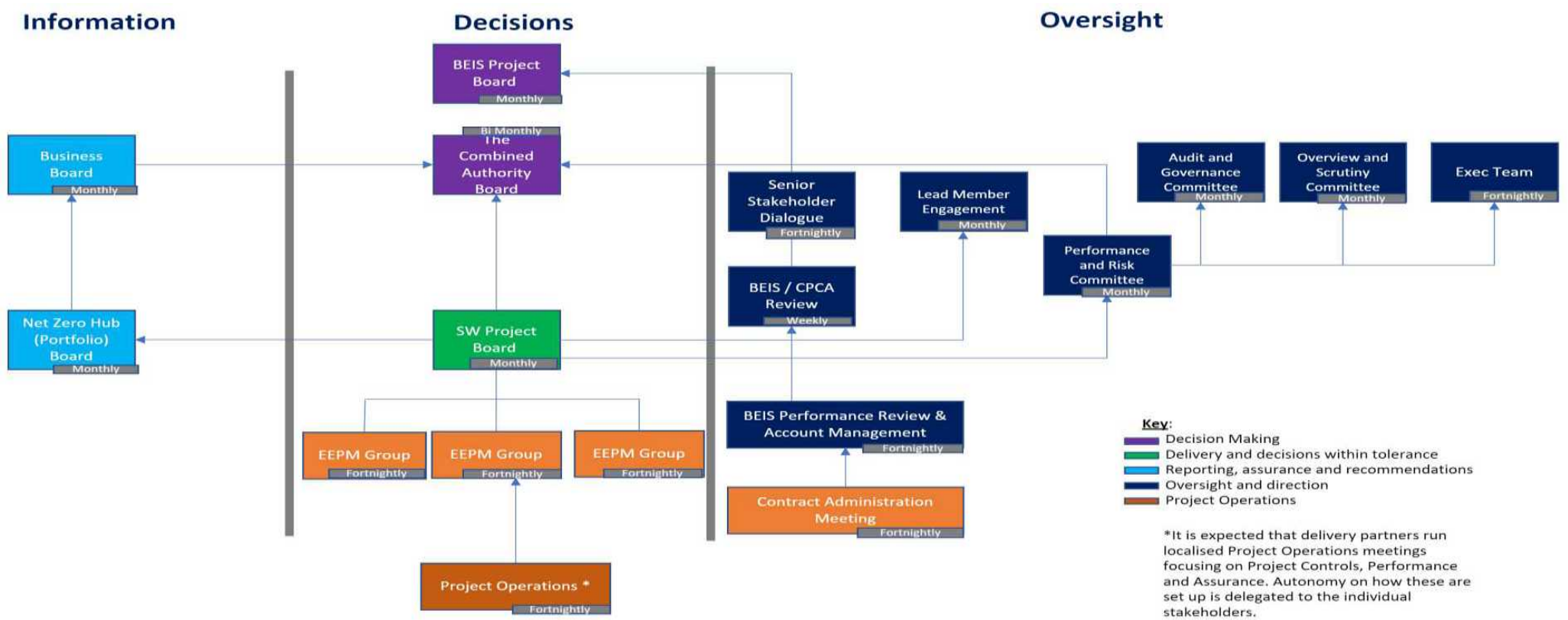
² Original objectives: 1. Increase the number, quality and scale of local energy projects being delivered; 2. Raise local awareness of opportunity for and benefits of local energy investment; 3. Enable local areas to attract private and/or public finance for energy projects; 4. Identify working models for teams to be financially self-sustaining after the funding period.

The objectives of the Hub do not directly cover the Sustainable Warmth project, or other specifically funded Central Government programmes with specific funding arrangements e.g., LAD2.

9. Governance Arrangements for the Project

This section of the document explains the structure that is in place to govern the delivery of The Project outputs and outcomes. The following diagram Figure 1 details the Governance Structure for the delivery of the Project.

Figure 1: Governance Chart



9.1. Governance Forums Summary

An overview of the high-level responsibilities for the key governance Boards and Working Groups are included in Table's 1 and 2. The Net Zero Hub, as an overseer of the entire Net Zero Portfolio is not an operational decision-making forum for the Project, but rather an overarching strategic function expected to infuse its wide-reaching knowledge and experience in ensuring the targets are met through their role of as a critical assurance and recommendation function, making "big" strategic decisions where they cannot be resolved at the Project Board.

The table is made up using a combination of the MOU stipulations, CPCA process and core documentation, and, the best practice methodology as set out in Prince2, and referenced in the Green Book and the suite of CPCA documentation.

N.B. The summary in the following table focuses on the duties of the respective forum in relation to The Project, and do not focus on the wider responsibilities the forum may manage and deliver. References:

(a) Aligns with MOU Documentation, (b) Aligns with Managing Public Money, (c) Aligns with the CPCA 10 Step Guide to Project Management (d) Aligns to the CPCA Constitution, (e) Aligns to the CPCA Risk Management Strategy, (f) Aligns to the CPCA M&E Framework, (g) Aligns to the CPCA Assurance Framework, (h) Aligns to Prince2, (i) Aligns to CPCA PM RACI Matrix, (k) Aligns to the CPCA relationship between risk and change

Tier	Forum	Chair & Cadence	Purpose, Roles, and Responsibilities	Attendees (Organisation)	Inputs	Outputs
0	BEIS Project Board (Programme Sponsor)	Monthly	Accountable for: <ul style="list-style-type: none"> Grant Authority functions (a) Managing the National Programme and Benefits (b) Control and management of ALB's (b) Decisions: <ul style="list-style-type: none"> Ultimate decision-making forum for the National Programme (a) Escalations Received: <ul style="list-style-type: none"> Strategic risks, issues, and dependencies (a) Changes to the MOU / Project Forecasts (delegated to change sub board) (a) Performance, Monitoring and Evaluation: <ul style="list-style-type: none"> Receiving The Monthly Report (a) 	<ul style="list-style-type: none"> BEIS Staff 	<ul style="list-style-type: none"> Monthly Report Change Requests Significant escalations 	<ul style="list-style-type: none"> Escalation decisions Change Control decisions
1	Senior Stakeholder Dialogue	CPCA Project Lead Fortnightly	Strategy: <ul style="list-style-type: none"> Focusing on overall strategic progress and risk Decisions: <ul style="list-style-type: none"> Guidance decisions on correct routing of escalations and papers Escalations Received: <ul style="list-style-type: none"> Urgent (out of process escalations) 	<ul style="list-style-type: none"> BEIS Project Director CPCA Project Lead CPCA Sponsor (as required) 	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> N/A
1	The CPCA Board	Mayor Monthly	NB in line with the 10-Step Guide to Project Management, the Board is currently fulfilling the role of the Committee Accountable for: <ul style="list-style-type: none"> The delivery of the Project and regional benefits (a) 	<ul style="list-style-type: none"> The Mayor, or deputy Mayor Elected Member appointed by each of 	<ul style="list-style-type: none"> Monthly Report Corporate Risk Register Escalations 	<ul style="list-style-type: none"> Decisions Change Control Decisions

Tier	Forum	Chair & Cadence	Purpose, Roles, and Responsibilities	Attendees (Organisation)	Inputs	Outputs
	(The Project Executive)		<ul style="list-style-type: none"> Project Level Finance and legal adherence Securing the budget allocation in conjunction with BEIS (c) (h) Making arrangements with other LA's (including funding) (d) Holding the Project and suppliers responsible for the delivery of the project (h) Strategy: <ul style="list-style-type: none"> Ultimate CPCA strategic steer for the Project Decisions & approvals: <ul style="list-style-type: none"> Ultimate CPCA decision making forum for the Project Decisions on escalated risk outside of delegated thresholds (c) Significant change requests to scope (c) (k) Approves Project Governance structure (delegated) Approves the project structure (delegated) Approves Project Risk Appetite (delegated) Approves Project Delegations (delegated) Escalations Received: <ul style="list-style-type: none"> Changes to Project wide funding (k) Corporate / CPCA-wide Risks that cannot be resolved (k) Significant reputational risk (k) Performance, Monitoring and Evaluation: <ul style="list-style-type: none"> Receiving reports on changes to project timeline (k) Receiving reports relating to project assurance (f) Receiving Corporate Highlight Report and Exception reports (f) 	<ul style="list-style-type: none"> the Constituent Councils. A Representative of the Business Board Co-opted Members (non-voting) invited to attend 	<ul style="list-style-type: none"> Change Control Requests Escalated decisions 	<ul style="list-style-type: none"> Approval to proceed to BEIS Strategic Steer
2	Net Zero Hub Portfolio Board TOR	Hub Chair 6 Weekly (exceptional meeting will take place if a decision requires hub approval outside of the normal cadence)	Accountable for: <ul style="list-style-type: none"> Ensuring visibility across the stakeholder group for The Project (a) Granting authority to the Project Board for the delivery of the project (h) Responsible for: <ul style="list-style-type: none"> When required, providing direction, insight and support in relation to the development, delivery, and implementation of The Project activities (a) Providing recommendations to CPCA regarding the staffing structure of the Operational Team related to the delivery of the Project (in consultation with the S73 Officer) (a) Following the strategic direction in accordance with the MOU (a) Strategy: <ul style="list-style-type: none"> Provide a HUB communication strategy (a) Decisions and approvals <ul style="list-style-type: none"> Acting in an advisory body capacity, making recommendations as required (a) Where asked to, making decisions based on the scrutiny of individual Project Support proposals (technical / consultancy) (a) Assurance: <ul style="list-style-type: none"> Assuring and making recommendations regarding the strategic direction of The Project. (a) Performance, Monitoring and Evaluation: <ul style="list-style-type: none"> Monitoring and evaluating progress of the Project in line with the wider objectives of the Hub (a) 	<ul style="list-style-type: none"> CPCA (accountable body) CPCA (Business Board) New Anglia LEP South East LEP South East Midlands LEP Coast to Capital LEP Enterprise M3 LEP Hertfordshire LEP Oxfordshire LEP Thames Valley Berkshire LEP Buckinghamshire LEP Greater London Authority BEIS (permanent observer representing Local Energy) 	<ul style="list-style-type: none"> Monthly Report Monitoring and evaluation reports Project papers (updates / decisions required) 	<ul style="list-style-type: none"> Published minutes, actions and decisions Approval to progress to CPCA Board / BEIS Project Prioritisation Project improvement recommendations
1	Exec Team	Chief Exec As required	Performance, Monitoring and Evaluation: <ul style="list-style-type: none"> Performance, risks, issues, and opportunities update Receive Programme Dashboard with Project Content (e) Project Delivery and controls <ul style="list-style-type: none"> Highlighting any CPCA dependencies 	<ul style="list-style-type: none"> Chief Exec & Team CPCA GSENZH Lead Project Team (as required) 	<ul style="list-style-type: none"> Performance Report 	Recommendations and actions

Tier	Forum	Chair & Cadence	Purpose, Roles, and Responsibilities	Attendees (Organisation)	Inputs	Outputs
			<ul style="list-style-type: none"> Reviewing any Project risks entering the corporate risk register (g) 			
2	Lead Member Engagement	Lead Member	Responsibilities: Monthly update of decision making, activity and progress against plan. Focus on large financial and reputational risk and decision making	<ul style="list-style-type: none"> Lead Member Sponsor Programme Manager 		
2	Business Board (LEP)	Bi-Monthly	Performance, Monitoring and Evaluation: <ul style="list-style-type: none"> Authorisation (in conjunction with the CPCA board) that the CPCA is the Accountable Body for The Project Insight and direction on the public / private partnerships for the Project Strategic input and advice as required Receiving information updates on Progress from Hub / Project Critical Friend as required Opportunity for wider engagement with Business Advisory Panel 	<ul style="list-style-type: none"> The Mayor Portfolio for Economic Growth – CPCA 6 Private Sector members 1 Private Sector SME member Project Team (as required) 	<ul style="list-style-type: none"> Verbal Updates 	Recommendations
2	Committee	TBC / Bridget Smith Monthly	NB Discussions are underway as part of the CPCA Improvement Plan about setting up a Sustainable Growth committee under which the GSENZH and the Project will probably sit.	TBC	TBC	TBC
2	Performance and Risk Committee (PARC)	Chief Exec Monthly	Assurance: <ul style="list-style-type: none"> Reviewing CPCA Programme dashboard (project included) (i) Review CPCA Risk exception report (e) Escalating risks to corporate level (e) Escalations to Exec Team, Overview & Scrutiny Committee and, or Audit and Governance Committee 	<ul style="list-style-type: none"> Chief Executive Directors External (as invited) Project Team (as required) 	<ul style="list-style-type: none"> Corporate Highlight Report Corporate Risk Register 	Recommendations and actions
2	Audit and Governance Committee	Members Monthly	Project Delivery and Controls: <ul style="list-style-type: none"> Ensuring via escalation from PARC, that the CPCA is spending public money properly and has the right systems in place to manage finances correctly and meet legal and regulatory responsibilities. (g) Reviewing the corporate risk register on a quarterly basis. (g) 	<ul style="list-style-type: none"> One member from each Constituent Authority Project Team (as required) 	<ul style="list-style-type: none"> Corporate Risk Register 	Recommendations and actions
2	Overview and scrutiny committee	Members Monthly	Accountability: <ul style="list-style-type: none"> Reviews decisions made at CPCA board, to ensure they meet the needs of the people of the Cambridgeshire and Peterborough and are made in line with agreed policies, making recommendations where necessary. (g) Performance, Monitoring and Evaluation: <ul style="list-style-type: none"> Receiving performance Monitoring Report together with a more Strategic Overview of Performance against key metrics 	<ul style="list-style-type: none"> 14 members, two nominated from each of the Constituent Authorities. Project Team (as required) 	<ul style="list-style-type: none"> Performance monitoring report 	Recommendations and actions
2	BEIS / CPCA Meeting	BEIS SRO Fortnightly	Performance, Monitoring and Evaluation: <ul style="list-style-type: none"> Reviewing Monthly Report Project Delivery and Controls: <ul style="list-style-type: none"> Managing escalations Providing ongoing strategic steer 	<ul style="list-style-type: none"> BEIS SRO BEIS PD Accountable Body / CPCA Sponsor Account / Contract Manager Project Lead NZH Lead Programme Manager 	<ul style="list-style-type: none"> N/A 	Steer and direction
3	SW Project Board	Sponsor Monthly	Accountable for: <ul style="list-style-type: none"> The success of the project as delegated by the CPCA Board through the Greater South East Net Zero Hub Responsible for:	<ul style="list-style-type: none"> Project Sponsor CPCA GSENZH Lead Programme Manager CPCA Project Lead 	<ul style="list-style-type: none"> Highlight report Change requests and escalations 	<ul style="list-style-type: none"> Minutes and actions Items to report to CA

Tier	Forum	Chair & Cadence	Purpose, Roles, and Responsibilities	Attendees (Organisation)	Inputs	Outputs
			<ul style="list-style-type: none"> Effective governance and project controls (i) Ensuring Project outputs are planned, monitored and recognised (h) Ensuring the project remains viable, deliverable, and desirable (h) Ensuring project progress is managed effectively and outputs maximised (h) Facilitating cross functional integration across the project (h) Requesting the necessary resources to deliver the project (h) Confirming project tolerances within the Sponsor's thresholds (h) Ensuring effective decision making (h) Managing risks, issues, changes and exceptions (h) Management of Gateway Reviews (i) <p>Performance, reporting, assurance and fraud management</p> <ul style="list-style-type: none"> Manage and report progress against plan and forecast Manage finance actuals vs forecast Ensuring a robust fraud risk assessment in place, with mitigating counter fraud actions (a) Managing fraud prevention and associated activities as set out in the plan (a) <p>Escalations received:</p> <ul style="list-style-type: none"> Receiving Early Warning Notifications (k) A change requires a decision at the Project Board or needs approval for further escalation (k) Escalated risk (h) <p>Decisions and approvals:</p> <ul style="list-style-type: none"> Decisions on escalated issues (h) Approving project change within project tolerance, or escalating to committee or board (g) Identifying RAG changes (to be signed off by the sponsor) (e) Approving the plan and associated resources (h) <p>Communications and Support:</p> <ul style="list-style-type: none"> Providing direction and support to the Project Delivery Team Ensuring there is a communications plan and effective communication is taking place Providing the cascade of information from more senior governance forums 	<ul style="list-style-type: none"> Consortia Leads (Bedfordshire, Berkshire, Buckinghamshire, Essex, GLA, Hampshire, Kent, Northamptonshire, Oxfordshire, Surrey) EEPMS (as chair of SG) CPCA Finance Representative CPCA PMO Representative (optional) CPCA Procurement / contract management Representative (representing the suppliers) (optional) CPCA Engagement Manager 	<ul style="list-style-type: none"> Items for discussion (as required) 	<ul style="list-style-type: none"> Board (monthly) Change Request escalations and approvals Monthly finance approved

Table 1: Summary of The Top-Level Governance Chart

Level	Forum	Chair & Cadence	Purpose, Roles and Responsibilities	Attendees (Organisation)	Inputs	Outputs
4	EEPM groups (split TBD based on a supplier, geography or both)	EEPM's Monthly	<p><i>Split across the respective territories</i></p> <p>Responsible for:</p> <ul style="list-style-type: none"> Monitoring and steering the successful delivery of the projects Making recommendations for delivery mitigations and / or improvements Provide direction and support to the stakeholder group Recommending change requests for the Project Board Provide a critical friend function for the overall delivery plan Understand supply chain and skills constraint Review and assess supplier performance against objectives Tackle barriers to performance and escalate risk 	<ul style="list-style-type: none"> EEPMS Project Sponsor (optional) CPCA GSENGH Lead (optional) Programme Manager (optional) CPCA Project Lead (optional) LA Leads 	<ul style="list-style-type: none"> Project / LA Reports Change Requests Escalated Risks, Issues, Dependencies 	<ul style="list-style-type: none"> Actions and decisions Agreed items to escalate to Project Board

Level	Forum	Chair & Cadence	Purpose, Roles and Responsibilities	Attendees (Organisation)	Inputs	Outputs
			<ul style="list-style-type: none"> Identify how the group can influence the project from a regional perspective Performance, Monitoring and Evaluation: <ul style="list-style-type: none"> Monitor performance and finance against forecast, making recommendations or escalations as required. Project Delivery and Controls: <ul style="list-style-type: none"> Identify project risks, issues and opportunities that need to be escalated further Discuss wider identified delivery issues, including project inter-dependencies Undertake Deep Dives into a project or topic (where required or requested) Determine appropriate escalations to Project Board, Supporting project assurance Communications and support: <ul style="list-style-type: none"> Provide direction and support for the LA's and Supplier Steer effective communication across the delivery chain <p>N.B. These groups are the new "label" for the current Project meetings led by EEPMs.</p>	<ul style="list-style-type: none"> MA / Supplier Leads (optional) CPCA Finance Representative (optional) CPCA Procurement / contract management Representative CPCA Engagement Manager 	<ul style="list-style-type: none"> Items for discussion (when requested) 	
4	BEIS Performance Review and Account Management	BEIS Fortnightly / on request	<ul style="list-style-type: none"> Review performance against objectives Feeds into BEIS / CPCA Weekly 	<ul style="list-style-type: none"> NZHB Lead Project Lead BEIS Commercial Leads Account / contract Manager 	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> N/A
5	Project Operations	EPM's ~Fortnightly	<p><i>NB: It is expected that Constituent LA's (including the CPCA) are running Project Operations Meetings to support effective, transparent and accurate dialogue and reporting in the EEPM Groups. Whilst the exact make up of these meetings isn't mandated, there is a need to be action driven with a focus on:</i></p> Reporting: <ul style="list-style-type: none"> Review and agree monthly report submission Receive reporting cascade from BEIS RAID Management: <ul style="list-style-type: none"> Ongoing review of Project risks, issues, opportunities, assumptions and dependencies Escalation of RAID items Ensure risks, issues and opportunities are included in the Monthly Report Tackle barriers to performance and escalate risk Delivery against Plan: <ul style="list-style-type: none"> Review performance against objectives Review performance against plan Make recommendations for delivery improvement Supplier Management: <ul style="list-style-type: none"> Review and assess supplier performance against objectives Understand supply chain and skills constraint Strategy: <ul style="list-style-type: none"> Future proofing Assess, review and make recommendations for change to the SW Strategy 	<ul style="list-style-type: none"> Meeting dependent 	<ul style="list-style-type: none"> RAID Log Plan Performance Data Monthly report 	<ul style="list-style-type: none"> Actions Escalations

Level	Forum	Chair & Cadence	Purpose, Roles and Responsibilities	Attendees (Organisation)	Inputs	Outputs
			<ul style="list-style-type: none"> Review and where necessary escalate strategic risks <p>NB Within the CPCA this consists of a Project Huddle, Project Meeting and a Risk Register Workshop.</p>			
5	Contract Administration TOR:	MACE Weekly	<ul style="list-style-type: none"> Management Agents update Framework Manager on the progress, (action tracker, commercials and supply chain). Identify risks and blockers. Review against targets and KPI's 	<ul style="list-style-type: none"> MA Framework Manager MACE 	<ul style="list-style-type: none"> Action Tracker 	<ul style="list-style-type: none"> Action Tracker
5	LA Progress Meeting	MA / TKP Fortnightly	<ul style="list-style-type: none"> MA's to update EEPM's on progress, identify blockers and resolutions 	<ul style="list-style-type: none"> GSENGH Framework Manager MA EEPM's 	<ul style="list-style-type: none"> MA Progress Report 	<ul style="list-style-type: none"> Minutes

Table 2: Summary of The Performance and Assurance Level Governance Chart

9.2. Decision Making Framework

The decision-making process and governance for Cambridgeshire and Peterborough as set out in the Cambridgeshire and Peterborough Business Plan is as follows:

“Investment decisions using public funds will be made with reference to statutory requirements, conditions of the funding, local transport objectives and through formal LEP involvement. The Monitoring Officer and S73 review all proposed funding decision and their comments are included in all public or delegated power reports.”

Error! Reference source not found.3 sets out the decision-making framework for the Project. The key principles to follow when using this framework are:

- This framework is **complementary to and does not replace CPCA governance, risk management, project delivery, and assurance structures, guidance, and frameworks** – where a control, policy or process has been implemented across the Authority it will be adhered to, unless specific exemption is granted to the Project. **Similarly, it does not replace the BEIS protocols** set out in the MOU(S). In both instances **the framework seeks to incorporate the requirements set out by both.**
- An **assessment of impact, risk and novelty is relatively subjective** – it is important to take this assessment objectively, and **moderated through the Risk Review Process**
- At a high level, the **‘what’** the project is doing is **reserved to “The Board”**, but the **‘how’** we achieve it is in the **control of the Project Board.**

N.B. The summary in the following table focuses on the decisions in relation to The Project, and do not focus on the wider decisions the forum or person may make.

Decision Maker*	Decisions dependent on level of Risk / Novelty	Decisions dependent on level of Impact / Scope
BEIS	<ul style="list-style-type: none"> Receives programme level risk and variations to spend profiles Manages mitigations against nationwide reputational damage Receives red project level risk that cannot be treated / mitigated at CPCA / NZH level 	<ul style="list-style-type: none"> Programme level impacts (including funding) Project wide funding and scope Benefit level decisions MOU level change requests
Lead Member	<ul style="list-style-type: none"> Receives CPCA-Wide Risk at all levels Receives corporate level risk that cannot be treated / mitigated 	<ul style="list-style-type: none"> Project wide funding & Project wide scope CPCA-level risks, issues and opportunities Informed of all revenue spend decisions over £0.5m and all capital spend decisions over £15m Consulted on all major change control requests (e.g. spend profile significantly amended)
CPCA Board	<ul style="list-style-type: none"> Receives CPCA-Wide Risk at all levels Receives corporate level that cannot be treated / mitigated Receives project level risk that cannot be treated / mitigated Risks that result in the potential for reputational damage to CPCA Risks that exceed 30% cost-based risk appetite 	<ul style="list-style-type: none"> Any spending increase in excess of the agreed spend profile Change control relating to delays / reduction to spend profile and / or a significant scope change Approval of CapEx virements of £15m and over, and £0.5m for RevEx Delegation of authority to Project Sponsor
Chief Exec	<ul style="list-style-type: none"> Notified of all corporate level risk that cannot be resolved 	<ul style="list-style-type: none"> Escalated decisions within scope with no material impact on cost Informed of all revenue spend decisions over £0.5m and all capital spend decisions over £15m Consulted on all major change control requests (e.g. spend profile significantly amended)
Net Zero Hub Portfolio Board	<ul style="list-style-type: none"> Risks and Issues affecting Hub resource and delivery in other areas Portfolio wide reputational risk Escalates to CPCA Board all portfolio risk that cannot be treated / mitigated and, or may result in reputational damage to the CPCA 	<ul style="list-style-type: none"> Strategic Portfolio implications Informing future bids Lessons Learned for future projects Hub resource management
CFO	<ul style="list-style-type: none"> Financial Risk within tolerances 	<ul style="list-style-type: none"> Request to accelerate spending (made in conjunction with the Sponsor) Informed of all revenue spend decisions over £0.5m and all capital spend decisions over £15m
Project Board / Sponsor	<ul style="list-style-type: none"> All project level risks that cannot be treated / mitigated in lower-level forums Portfolio / corporate level risk identified in lower-level forums Receives escalated risks that exceed project boundaries Sign off RAG rating changes** Escalates all corporate level risk that cannot be treated / mitigated (to PARC / CPCA Board) Escalates programme / portfolio level risk that cannot be treated / mitigated (to PARC / CPCA Board) Escalates reputational risk to lead member and CPCA board 	<ul style="list-style-type: none"> Timescale where no significant change to budget or scope Request to accelerate spending (made in conjunction with the CFO) Approve all changes within the risk tolerance (up to 30% cost-based risk appetite) Up to £15m CapEx and £0.5m RevEx spend, informing finance, CPCA board and lead member when in excess of delegations Prioritisation and baselining Project performance
EEPM Groups	<ul style="list-style-type: none"> Project Level Risk Project Risks at LA Level cannot be resolved Escalates all risk that cannot be treated / mitigated 	<ul style="list-style-type: none"> Low level tactical decision making

Table 3: Project Decision Making Framework*

* all decisions **must** be taken in line with the scheme of delegation and **adhere** to procurement controls

9.2.1. Escalation and Delegation

Aligned to the decision-making framework in the previous section, the following table 4 lists the escalations and delegations for the key governance groups.

Forum	Incoming Escalations	Outgoing Escalations	Delegated Authority
BEIS Project Board	<ul style="list-style-type: none"> Programme/project level risk cannot be treated / mitigated at lower-level forums Nationwide reputational damage is likely to occur Spending forecasts will not be met Change control decisions are required 		<ul style="list-style-type: none"> National Programme Management Production of MOU's Management of Benefits
CPCA Board	<ul style="list-style-type: none"> Corporate level that cannot be treated / mitigated Project level risk that cannot be treated / mitigated Risks that exceed 30% cost-based risk appetite Potential for reputational damage to CPCA Revenue spending in excess of £0.5m Capital Spending in excess of £15m Change control relating to a significant scope change Spending forecast will not be met 	<ul style="list-style-type: none"> Spending forecast will not be met (to BEIS) Potential for reputational damage at national level (to BEIS) 	<ul style="list-style-type: none"> All delegations for the management of the project Requests to approve RevEx over £0.5m Requests to approve CapEx over £15m
Performance and Risk Committee	<ul style="list-style-type: none"> Corporate risks with a score greater or equal to 12 and entered onto the corporate risk register 	<ul style="list-style-type: none"> Escalations to Audit and Governance Committee and / or CPCA Board as directed by the chair 	
Net Zero Hub	<ul style="list-style-type: none"> Risks and Issues affecting Hub resource and delivery in other areas Portfolio wide reputational risk Strategic implications for portfolio 	<ul style="list-style-type: none"> Portfolio level risks that cannot be resolved / provide a significant reputational risk to the CPCA, to the CA Board 	<ul style="list-style-type: none"> Hub Resource as referred by the PjB Hub Structure & MOU Change Decisions Management of portfolio level risk Management of Lessons Learned Sourcing and supply chain strategy
Project Board	<ul style="list-style-type: none"> All project level risks that cannot be treated / mitigated in lower-level forums Portfolio / corporate level risk identified in lower-level forums Change control that requires a Project Board Decision Decisions that require Project Board approval Ratification of decisions required at high level forums 	<ul style="list-style-type: none"> All corporate level risk that cannot be resolved or mitigated (to the CA Board and PARC) All project level risk that cannot be treated / has an impact outside of the agreed 30% budget tolerance for risk (to the CA Board & PARC) Portfolio level risk that cannot be resolved to the Net Zero Hub Reputational risk (reported to lead member and CPCA board) Decisions that cannot be made at the project board 	<ul style="list-style-type: none"> Change control decisions within risk tolerance (30% of total budget) Changes to timeline Ability to accelerate spending CapEx decisions up to £15m (requires decisions to be discussed with the Lead Member, Finance team and CA Board) RevEx decisions up to £0.5m Management of the project Management of project level risk (upto 30% of total budget)
EEPM Group	<ul style="list-style-type: none"> Project Risks at LA Level cannot be resolved 	<ul style="list-style-type: none"> All risks that cannot be resolved or treated (to the Project Board) All risks with a score in excess of 11 (to the Project Board) 	<ul style="list-style-type: none"> Low level tactical decision making

9.3. Project Roles and Responsibilities

Table 5 lists the high-level roles and responsibilities pertaining to the Governance Framework. A more detailed CPCA Project RACI relating to project delivery can be found in appendix 4.

N.B. The summary in the following table focuses on the duties of the respective forum in relation to The Project, and do not focus on the wider responsibilities the forum may manage and deliver.

References: (a) Aligns with MOU Documentation, (b) Aligns with Managing Public Money, (e) Aligns with the CPCA 10 Step Guide to Project Management (d) Aligns to the CPCA Constitution, (e) Aligns to the CPCA Risk Management Strategy, (f) Aligns to the CPCA M&E Framework, (g) Aligns to the CPCA Assurance Framework, (h) Aligns to Prince2, (i) Aligns to CPCA PM RACI Matrix, (k) Aligns to the CPCA relationship between risk and change (L) Aligns to the HMT Green Book, (m) Aligns to the CPCA Monitoring and Evaluation Framework (n) Aligns to Managing Success Programmes

Role	Name	Accountabilities / Responsibilities / Escalations
Secretary of State for Business, Energy and Industrial Strategy	Rt Hon Grant Shapps MP	Accountabilities <ul style="list-style-type: none"> Delivering the National Programme within the context of managing public money (a) Transparency, including requesting audit procedures are initiated where required (a)
Responsible Minister	Lord Callanan	Responsibilities <ul style="list-style-type: none"> Delivering the National Programme Escalations <ul style="list-style-type: none"> Programme wide strategic risk, change and underperformance (as directed by BEIS)
Mayor (Being covered by the Deputy Mayor)	Dr Nik Johnson Cllr Anna Smith	Accountabilities: <ul style="list-style-type: none"> Through chairing CPCA board, setting the scheme of delegation, including authorising an individual Member or Officer the power to act on the Mayors behalf for the project (d) Owning CPCA level risk (e) Chairing the CPCA Board (d) Consulting on Committee / Board Reports (i) Escalations <ul style="list-style-type: none"> Virements in excess of £0.5m (signed off through the CPCA board) (d)
Lead Member	Cllr Bridget Smith	Accountabilities: <ul style="list-style-type: none"> Consulted on prioritisation decisions (i) Owning CPCA level risk Consulted on Committee / Board Reports (i) Escalations <ul style="list-style-type: none"> Informed of revenue decisions relating to budget in excess of £15m (signed off through the project board) (d)
BEIS SRO	Selvin Brown	Accountable: <ul style="list-style-type: none"> Defining Programme governance (b) Responsibilities: <ul style="list-style-type: none"> Chairing the BEIS Project Board Responsible for initiating government led audits (b) Management of Programme level risks (b)

Role	Name	Accountabilities / Responsibilities / Escalations
Interim CEO for Cambridgeshire and Peterborough	Gordon Mitchell	Accountabilities: <ul style="list-style-type: none"> • Prioritisation (i) • Consultation on Committee / Board Reports (i) • Owning strategic / corporate risks and issues, ensuring mitigation actions are dealt with at the appropriate senior level. (e) Escalations: <ul style="list-style-type: none"> • Corporate strategic risk, change and underperformance (e) Responsibilities: <ul style="list-style-type: none"> • Chairs the Exec Team Meeting
Sustainable Warmth Project Sponsor (CPCA)	Mark Parkinson	Accountabilities: <ul style="list-style-type: none"> • Producing the Project RACI and governance model (i) • Producing / setting the PID, Gateways, Project Controls, claims & invoices, legal contracts funding agreement and, closure) (i) • Accountable for ensuring all project reports meet required standards (quality, content and submission deadlines) (i) • Accountable for ensuring FOI requests are notified to the BEIS Project Board (a) • Ensuring the Project delivers value for money (g) Responsibilities: <ul style="list-style-type: none"> • Chairing the Project Board • Prioritisation within delegated authority (i) • Ensuring a robust fraud risk assessment is in place (a) • Signing off change Early Warning Notification (k) • Authorising change within delegated authorities (d) • Defining clear rules for escalation and promotion within the Project (e) • Sign off RAG changes (e) Upwards escalation and risk management: <ul style="list-style-type: none"> • Escalating issues, risks or concerns about the SW Competition to BEIS (in consultation with the Chief Exec and/or CPCA Board) (a) • Escalating risks outside of threshold to the Corporate Risk Register (e) • Escalating change outside of threshold (g) • Ensuring there is ownership of Project-level risk and issues. (e) • Assures portfolio adherence to the risk management principles (e) • Escalates items across the programme boundaries to Programme Risk Owner for resolution where necessary (e)
LA Leaders (CPCA board members)	Multiple	<ul style="list-style-type: none"> • Represent the views of their constituent authorities at the Combined Authority Board whilst putting the needs and opportunities of Cambridgeshire and Peterborough at the forefront of all decisions (g)
Hub Chair	Rotating	Accountabilities: <ul style="list-style-type: none"> • Delivering on Portfolio Level Objectives (a) Responsibilities: <ul style="list-style-type: none"> • Chairing the Hub Board (a) • Portfolio level controls and secretariat functions (a)
BEIS Project Director	Shaun Garvey	Responsibilities: <ul style="list-style-type: none"> • Programme level delivery (including benefits) • Managing Public Money protocols at a national level • Adherence to the HMT Green Book • Defining programme governance
CFO (CPCA) / Section 73 Officer	Jon Alsop	Accountabilities: <ul style="list-style-type: none"> • Ensuring the Project manages budgets and timescales, adhering to all financial regulations, process, and governance arrangements. (d) • Ensuring the Project regularly reports on spend and to support the integration of this reporting with the wider M&E work (m) • Assurance Framework Compliance across the Project (i) • Finance reports, claims and invoices across the Project (i) • Ensuring the M&E work provides insightful lessons for similar future schemes (g) Responsibilities:

Role	Name	Accountabilities / Responsibilities / Escalations
		<ul style="list-style-type: none"> The identification and management of financial risk (e) Providing the final sign off for funding decisions, including the operational budget for The Project (e) (a) Overall responsibility for maintaining adequate and effective internal control arrangements (e)
BEIS Head of Programmes (last day 9 Dec 2022)	Elinor Bendell	Responsibilities <ul style="list-style-type: none"> Setting strategic direction for the Hub programme, including alignment with wider Government schemes and priorities. (a) Overseeing the Local Net Zero programme across all regions, including reporting, finance, and stakeholder engagement. (a) Attending meetings with relevant authorities and bodies as required. (a) Managing and mitigation of risks for the Local Net Zero Programme. (a) Supporting the Hubs in engagement with other policies/programmes and central departments. (a)
BEIS Senior Project Manager	Phil Jones	Responsibilities: <ul style="list-style-type: none"> Specific overseeing inc. schemes but also risk/issue management and opportunity identification. (a) Project managing bespoke funded projects and tools within their region(s). (a) Developing and maintaining a network of stakeholders and relevant contacts across the region, engaging on a regular basis to ensure opportunity identification. (a) Attending meetings with relevant authorities and bodies as required. (a) Developing and submitting regular reports to BEIS management setting out the milestones, successes and challenges faced. (a) Disseminating work, e.g., provision of case studies, speakers, etc to ensure timely interaction with policy development. (a)
HUB Manager (CPCA)	Maxine Narburgh	Responsibilities: <ul style="list-style-type: none"> Supporting and delivering on Net Zero related initiatives, as agreed by the Hub and its Board, and improving access to relevant funding. (a) Developing and delivering The Project, as agreed by the Hub and its Board, working alongside key public and private sector partners, including local and central Government. (a) Leading and managing a technically skilled and multi-disciplined team to ensure successful delivery of Hub programme. (a) Preparing individual Monitoring and Evaluation Plans. (a) Achieving targets around securing funding opportunities, including identifying appropriate internal and external partners (a) Supporting progression through overcoming technical, legal, social and other barriers (a) Ensure resources are put in place as required to deliver (a) Ensure risks and issues are escalated to the Net Zero Hub board (a) Procurement (i) Legal Contracts (i)
Programme Manager	Chris Bailey	<ul style="list-style-type: none"> Planning and designing the programme and governance framework (n) Developing and maintaining the right environment for the Project (n) Developing the programme budget and maintaining the same by keeping track of expenditures and costs against the benefits delivered by the programme (n) Leading and supervising the daily routine programme management activities (n) Co-ordinating the projects in the programme and their interdependencies (n) Proactively monitoring the progress, resolving issues while maintaining overall integrity and coherence of the programme (n) Responding with activities or management interventions as appropriate when gaps are identified, or issues raised (n) Representing the sponsor as his agent to make sure the programme delivers the desired capability as planned and reporting regularly to the sponsor on the progress of the programme (n) Acting as a lead in the appointment of people to the project delivery teams and making sure the resources and skills are allocated as efficiently as possible (n) Making sure that the projects deliver products and services that meet the quality, schedule and cost of the programme (n) Making sure any third parties involved make the right contributions to the success of the programme (n) Managing all relevant stakeholders and the communications with them (n) Oversight and management of highlight report process (n) Closing the programme (n) Decisions relating to the production of Early Warning Notification(s) (k) Achieving targets around securing funding opportunities, including identifying appropriate internal and external partners. (a)

Role	Name	Accountabilities / Responsibilities / Escalations
		<ul style="list-style-type: none"> Supporting progression of the project, overcoming technical, legal, social and other barriers. (a) Ensuring resources are put in place as required to deliver, e.g. procuring contractors for the project.(a) Ensuring risks and issues are escalated to the board, and to BEIS where necessary, and establish robust risk management processes to resolve or mitigate any that arise. (a) Attending regular meetings with the BEIS Hub leads to update on progress and address any challenges. (a)
Head of EEPM	Dipna Pattni	Responsibilities: <ul style="list-style-type: none"> Manage the EEPM's to fulfil the duties listed below (h) Ensure resource is available to deliver the project (h) Plan, monitor and manage the teams work (h) Identify and manage team level risks, issues and opportunities (h) Responsible for the EEPM progress (h) Ensure quality management processes are in place for the teams work (h)
EEPM	Multiple	<ul style="list-style-type: none"> Responsibilities: Chairing the EEPM Project Meetings (multiple meetings) Project Documentation (m) Producing, managing and updating the delivery risks and issues relating to each stage of the project. (m) Defining what outputs and outcomes will be achieved and approximately by when (m) Making change requests (m) Producing reporting materials e.g. highlight reports (m) Gateway / audit Reviews (documentation, lessons learned) (i) Information management compliance (e) Evaluation (i) Closure (i) Stakeholder engagement and consultation (e) Identifying RAG changes (e) Preparation of individual monitoring plans (f) Responsible for project support (h)
Finance Lead	Esther Fadahunsi (supported by Natasha Marshall)	<ul style="list-style-type: none"> Ensure invoices are paid on time (b) Provide financial support and analysis Owns financial figures Close liaison with S73 officer acting on their behalf at the project board
PMO Analyst (future requirement)	TBC	Responsibilities: <ul style="list-style-type: none"> Set up and maintain project files (h) Establish document control procedures (h) Collect actuals and forecast data (h) Update plans (h) Administer meetings and reviews (h) Assist with the compilation of reports (h) Maintain records are required by the EEPM (h)
CPCA Reporting Lead	Heather Stevenson	Responsibilities: <ul style="list-style-type: none"> Providing monthly updates to BEIS on project progress and performance against objectives. (a) Providing Project Board data for inclusion in the highlight report Information management (e)
Corporate PMO	Chris Bolton (delegated)	Accountabilities: <ul style="list-style-type: none"> SharePoint Information Management (i) Highlight Reports (i) Performance and Risk Committee Reporting Responsibilities: <ul style="list-style-type: none"> Including the project in the single project register (e)

Role	Name	Accountabilities / Responsibilities / Escalations
		<ul style="list-style-type: none"> • Populating the Performance Dashboard, for relevant members of CMT • Managing and coordinating the information and support systems to enable efficient handling of the risk and issues. • Maintaining the risk register for each programme. (i) • Maintaining the issue register for each programme. (i) • Facilitates the change control steps. (i)
Local Authority	Multiple	Accountabilities: <ul style="list-style-type: none"> • Local level delivery of the project workstreams in line with the objectives • Local level project controls Responsibilities: <ul style="list-style-type: none"> • Comply with the M&E Framework (f) • Produce Performance Data • Manage LA level RAID, escalating where appropriate • Consortia Leads attend the Project Board • LA Reps attend the EEPM Group • Local delivery of project comms and marketing • Local stakeholder networks • Fraud prevention, eligibility and identification
Supply Chain Engagement Officers	Steven Eshiet Genevieve Dady	Responsibilities: <ul style="list-style-type: none"> • Monitoring risks in relation to supplier activity (h) • Support supplier onboarding and delivery • Due diligence / compliance checks as part of supplier assessment • Supply chain intelligence skills development
Legal	Not Specified	Accountabilities: <ul style="list-style-type: none"> • Contracts or Funding Agreement (i)
Procurement / Contract Manager	Not Specified	Accountabilities: <ul style="list-style-type: none"> • Procurement forms (such as waiver, brief or ODN) (i)
Stakeholder Engagement Officer	Dawn Murphy	Accountabilities: <ul style="list-style-type: none"> • Consultation (i) Responsibilities: <ul style="list-style-type: none"> • Responsible for creating, managing and delivering the comms strategy (i)
Secretariats	Multiple	Responsibilities: <ul style="list-style-type: none"> • Managing the administration for the allocated meeting or board • Collating papers and reports for issuance to the meeting or board • Taking and issuing minutes and actions at allocated meeting or board

Table 4: High-level Governance Roles and Responsibilities

10. Working Arrangements

The working arrangements section are split into two for the purpose of the delivery of The Project. Firstly, it encompasses the CPCA process for managing The Project. Secondly, there is a need to adhere to BEIS MOU stipulations for Delivery. It is expected that Local Authorities will manage in accordance with their own processes and procedures, adhering to the Framework as “information progress up the chain”.

10.1. The Role of Change Control in the Governance Framework

10.1.1. CPCA:

Early Warning Notifications (EWN) are the first opportunity to raise any potential change that could affect the scope, cost, programme, outputs, and/or deliverables. These are supporting documents for future Change Events (CE) and advise the Project Board that a change may occur, and that additional mitigation may be required. Only appropriate and viable changes should be taken forward to the next stage with the cost and effort implications of a full-scale review. All project change requests must be clearly documented, with evidence of approvals and notifications saved where applicable and recorded within the performance highlight reports.

Project change requests should be used when approval is higher than that of the Sponsor (CPCA director) and for changes which include the following:

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

The Sponsor is responsible for agreeing change requests within delegation and promoting change requests outside their delegation. It is expected that most decisions (excluding exceptions) will take place at the SW Project Board. For more information on the management of change within the CPCA, please refer to “The relationship between risk and change” or the “10 step guide to project management” documents.

Any change must be recorded in an issue register. In summary, the process can be seen in the following, figure 3:

Change control process:



Where there is insufficient time to run a change through a board or meeting due to the nature of the cadence, authority must be sought outside of the meeting process.

10.1.2. Escalations of change requests to BEIS:

If the Project cannot deliver the upgrades to the number of homes originally forecast then BEIS is notified soon as possible using the change request process set out in the MOU. The BEIS Project Team will validate **all** change requests before submitting it to the BEIS Project Board (delegated to a sub change board) for approval who will seek to respond within 10 working days.

10.2. Financial Management and Approvals

10.2.1. CPCA:

Project Managers are required to complete monthly finance reports for each of their projects, which provide a detailed overview of the year-to-date actual spend, commitments, budget and a full year forecast spend. This does not replace the need to adhere to any reporting requirements set by BEIS.

Project Managers will be the first point of contact for external organisations, so will need to review claims for accuracy, progress against the project plan and, if it is within their delegation limit, will sign off the claim as Project Manager before forwarding the claim to Finance with confirmation of approval.

If the value of the claim exceeds their delegated limit the Project Manager will escalate approval to the Sponsor with their recommendation as to whether it is approved or not. Project Managers must ensure invoices are emailed directly to Finance from the external organisation.

10.2.2. BEIS Stipulations as outlined in Managing Public Money

Parliament expects assurances that decentralised funds are used appropriately, i.e., that they are spent with economy, efficiency and effectiveness, and not wasted nor misused. In the case of the SW grant, CPCA are adhering to all BEIS requests for financial data and reporting.

10.3. The Role of Assurance in the Governance Framework

In line with IPA guidance on Assurance, the Project has 3 lines of defence. The Project Team is the first line of defence for the Project. The Accountable Body forms the second line of defence. BEIS is the third line of defence.

10.3.1. CPCA:

The CPCA Assurance Framework states that the Project must achieve value for money through ensuring all projects contribute to the objectives of the Combined Authority via adherence to the Green Book principles. A Gateway process is designed to ensure that Net Zero Project Managers are delivering the Bid appropriately and are capturing lessons learned. A Gateway process must take place at the end of each project stage which includes completion of a workbook and a Project Board review meeting.

10.3.2. BEIS Stipulations

The Accountable Body will support all activities in relation to monitoring, evaluation and audit. The Accountable Body will adhere to all stipulations as set out in the MOU(s) and any requests from the Secretary of State or their representatives, including Central Government audit teams. This is set out in the MOU.

10.4. Monitoring and Evaluation

10.4.1. CPCA:

Monitoring and evaluation will incorporate best practice as set out in the HMT [Green](#) and [Magenta](#) Books. The CPCA Monitoring and Evaluation Framework, states that monitoring and evaluation is a critical component of project delivery. Monitoring will be used to support the effective tracking of The Project. Evaluation quantifies and assesses outcomes, including how schemes were delivered and whether the investment generated had the intended impact and ultimately delivered value for money. The CFO is accountable for the overall monitoring and evaluation of the Project and ensuring performance lessons are incorporated into any future bids. Please refer to the M&E framework for further detail.

10.4.2. BEIS:

BEIS will adhere to the stipulations set out in the Green and Magenta books. The MOU sets out the reporting requirements for the Project and Portfolio as a whole. The Project is expected to comply with these requirements. Predominantly the completion of the monthly report.

10.5. The Management of Risk

10.5.1. CPCA:

Risk is presented, mitigated, and escalated at the formal boards and working groups. For corporate / strategic risks that cannot be resolved they will be added to the corporate risk register. All risks must be recorded in the Project risk register. The corporate risk register which incorporates the CPCA wide risks will be reviewed monthly by the Combined Authority Director team and will be considered by the Audit and Governance Committee quarterly and at the Performance and Risk Committee monthly.

Ongoing Project risk registers will be maintained and incorporated into the monthly highlight reports, presented within CPCA and BEIS. Risk owners are responsible for the management of the risk reporting and escalation. The risk actioner is responsible for completing the actions associated with the risk. More detail on the CPCA RAG definitions can be found in Appendix 5.

Within CPCA, risk is defined into four groups. This is to effectively implement the risk management strategy. The four risk groups are:

- Project – has a specific impact on a single project only.

- Programme – has common attributes across multiple projects (within an interdependent group of projects) and may affect the delivery of those associated projects
- Portfolio – distinct directorial area, made up of a collection of individual projects and programmes that are not necessarily interdependent
- Corporate – refers to the liabilities and opportunities that positively or negatively impact CPCA as an organisation

In line with the CPCA Risk Management Strategy, priority will be given according to the RAG Status:

- Red – Require immediate action plans
- Amber – Require action plans and / or to be closely monitored as appropriate.
- Green – Can be “Accepted” and may not require action plans.

It is the decision of the relevant Risk Owner (as per the Roles and Responsibility table within the Risk Management Strategy) to decide to promote the risk. A risk can be deemed to have project, programme, portfolio and corporate significance and therefore might stay on all four risk registers with different levels of action / mitigation and different risk owners. It is important to remember that no matter which level the risk sits, that the risk is managed effectively and reviewed on a regular basis to ensure no escalation.

10.5.2. CPCA Risk Appetite Thresholds

The CPCA has allocated a level of Risk Appetite as a percentage of the financial cost. This is dependent on optimism biased via either the HM Treasury’s Five Case Model or based on the overall financial cost of the project.

Total Project Cost	% Level of Appetite
Anything over £500k	30%
£250k - £500k	20%
£100k - £249k	10%
£0k - £99k	10%

Table 4: CPCA Risk Appetite for Project Cost

This percentage level of appetite is based on the total financial cost of the bid/grant.

The Risk Tolerance (also known as contingency or risk pot) is calculated against the financial implication (quantitative assessment) vs the residual likelihood (qualitative assessment) of the risk happening. The updated Risk and Opportunity log calculates this contingency automatically. The Risk Tolerance is calculated against each individual risk, as summarised below:

Residual Likelihood Score	Percentage of Financial Risk Implication
1	20%

2	40%
3	60%
4	80%
5	100%

Table 5: CPCA Risk Contingency Calculation

As new risks are added on the risk and opportunity register, and existing risks reviewed, the financial tolerance is calculated appropriately. This cannot be greater than the approved CPCA Risk Appetite allocated. If an occasion occurs where the tolerance is higher than the CPCA Risk Appetite, the project team should review all risks in the first instance, to ensure the financial implications and residual likelihood scores are correct. It is recommended that a full review with the project team (Project Manager, Project Director and Finance Manager) and any other external suppliers if required, takes place.

If it is correct that the Risk Tolerance is higher than the approved Risk Appetite percentage, this will require a discussion with the Sponsor. The Sponsor will be responsible for reviewing the Risk and Opportunity Register with CPCA Corporate Management Team (CMT) and seeking approval for the increased Risk Tolerance. CMT will then decide whether the tolerance can accept internally, or whether it will require a higher level of approval at the Combined Authority Board.

For more information, see the CPCA “Relationship between Risk and Change”.

10.5.3. BEIS Risk Management stipulations:

The Accountable Body must provide assurance that risks have been identified and mitigated. The Accountable Body will identify risks and issues which arise from its own activities and those which arise from third parties, including those delivering measures or services under the scheme and those referring potential scheme recipients or otherwise publicising the scheme.

The Monthly Report will include the status of the risks and issues identified within the reporting and whether any new risks or issues have emerged. The report will also provide a statement as to whether risk management is effective and whether any remedial action is necessary in line with the change process. As soon as it becomes apparent to the Accountable Body or the BEIS Project Team that a risk will significantly impact on the delivery of The Project, the BEIS Project Team and the Accountable Body will work through recommendations and if needed will propose a change request.

10.6. Fraud

As part of the delivery of the agreement with BEIS, the CPCA as the Accountable Body is responsible for carrying out or arranging for the reasonable ongoing due diligence, controlling, monitoring, reporting, as well as managing any specific cases of suspected or identified fraud. The Secretary of State has specified that all Authorities funded through the Sustainable Warmth Competition should, at a minimum, have a robust fraud risk assessment in place, with mitigating counter fraud actions, to provide assurance about the management of fraud risks.

The Project Board takes overall responsibility for the management of Fraud as set out in the MOU with BEIS.

10.7. Significant Escalation

If the Secretary of State or the CPCA as the Accountable Body has any issues, concerns or complaints about the Sustainable Warmth Competition, or any matter in this MOU, that party will notify the other party and the parties will then seek to resolve the issue by a process of consultation. If the issue cannot be resolved within 21 days, the matter will be escalated to the senior management teams of both parties, which will decide on the appropriate course of action to take. If the matter cannot be resolved by the senior management teams within 60 days, the parties will consider mediation as an alternative dispute resolution process. If a party receives claims made by a supplier or requests for information made under the Freedom of Information Act 2000 in relation to the Sustainable Warmth Competition that party will promptly inform the BEIS Project Board (or its nominated representatives) of the matter.

10.8. Managing Public Money: internal decision making

The essentials of effective internal decision-making choice as specified by the guidance contained in Managing Public Money are:

- active management of risks and opportunities
- appraisal of alternative courses of action using the techniques in the Green Book, and including assessment of feasibility to achieve value for money where appropriate, use of models or pilot studies to provide evidence on which to make decisions among policy or project choices
- active steering of initiatives, eg reviews to take stock at critical points of projects operation
- appropriate internal delegations, with a single senior responsible officer (SRO) for each significant project or initiative, and a single senior person leading each end-to-end process
- prompt, regular, and meaningful management information on costs (including unit costs), efficiency, quality and performance against targets to track progress and value for money
- proportionate administration and enforcement mechanisms, without unnecessary complexity
- use of feedback from internal and external audit and elsewhere to improve performance
- regular risk monitoring, to track performance and experience and adjust in response afterwards
- mechanisms to evaluate policy, project and programme outputs and outcomes, including whether to continue, adjust or end any continuing activities
- arrangements to draw out and propagate lessons from experience

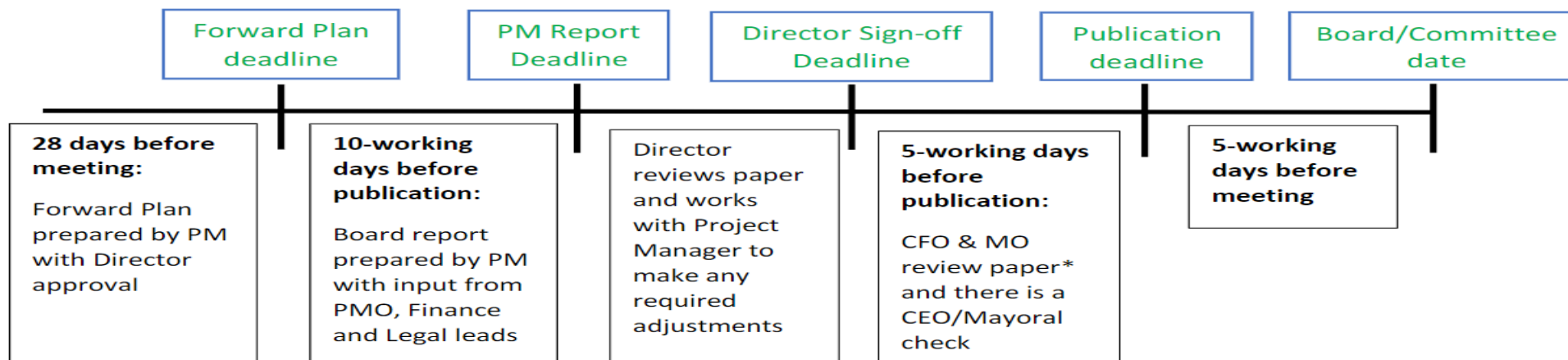
11. Reporting Matrix

	Report	Cadence	Content	Input from	Produced by	Approved by	Returned to	Schedule
BEIS	The Monthly Report	Monthly	a. High level summary b. Update progress against KPI's* c. Statistic reporting for web publication d. Delivery confidence assessment e. Top 5 R&I f. Fraud g. Escalations to BEIS	All delivery partners (including Surrey GFA), CPCA finance, hub project team.	Hub Team	NZH Manager	BEIS	Returned on or before the 14 th working day of the following month Delivery partner first draft received on 7 th of the month
Hub	Supply Chain Monthly Dashboard	Monthly	a. Supply chain information	All consortia LA's Suppliers	MACE	NZH Manager	Hub	Monthly
CPCA	CA Highlight Report	Last Wed of the month	a. Monthly Project updates e.g. RAG	Project Team	Hub Team	NZH Manager	Performance and risk Committee and exec team	Monthly
	Exception Report	Quarterly	a. Provide further information on Red and Amber projects	Project Team	Hub Team	NZH Manager	The CPCA Board	As required
	Monthly finance report	Monthly	a. Project finance data update	Project Team	Hub Team	NZH Manager	Central Finance	Monthly
Local Authorities	Inter Authority Agreements (IAA)	Monthly	a. Delivery (referrals, instals) Data	Delivery partner reports	Hub Team	N/A	LA's	Monthly Return
	Quarterly Review Process	Quarterly	a. Delivery referral data b. Activities delivered by LA's	Hub team and LA's	Hub Team	N/A	LA's	Quarterly schedule (as set out in the IAA)
	Grant Funding agreement LA's	Monthly	a. High level summary b. Update progress against KPI's* c. Statistic reporting for web publication d. Delivery confidence assessment e. Top 5 R&I f. Fraud g. Escalations to BEIS	GFA delivery partners, GFA.	GFA	GFA	Hub Team	7 th of the following month.
	Delivery Partners	Monthly	a. High level summary b. Update progress against KPI's* c. Statistic reporting for web publication (Measure and household data) d. Delivery confidence assessment e. Top 5 R&I f. Fraud g. Escalations to BEIS	Delivery Partner Installers	Delivery Partners	Delivery Partners	Hub Team	7 th of the following month.

*KPI's Split between HUG1 and LAD3 to aid BEIS reporting processes

11.1. Committee Reporting

The following figures details the forward plan for committee reporting:



** For Skills Committee and Business Board CFO & MO review prior to Director.*

12. Review Points

It is expected that the governance arrangements are reviewed every 3 – 6 months. In the event the governance isn't functioning correctly then a review should be initiated immediately. Equally, if a core change to the BEIS or CPCA working arrangements, processes or protocols are changed then a review should also be initiated.

13. Appendices

13.1. Appendix 1: People Engaged in the Production of the Framework

Name	Role
Gordon Mitchell	Interim Chief Executive, CPCA
Matt Gladstone	Chief Executive for Cambridge and Peterborough
Bridget Smith	Lead Member for Climate and Environment
Mark Parkinson	Sponsor
Jodie Townsend	Head of Democratic Services (interim)
Jon Alsop	CFO, CPCA
Edwina Adefehinti	Monitoring Officer, CPCA
Maxine Narburgh	Regional Head – GSNZH
Esther Fadahunsi	Hub / CPCA Finance Lead
Chris Bolton	Head of Programme Management Office

Richard Hall	Interim Consultant at RH Consulting
Julie Crossen	MACE Supplier
Edward Barlow	Buckinghamshire Representative
Dale Hoyland	Oxfordshire Representative
Ben Burfoot	Reading Representative
Anita Purser	Reading Representative
Net Zero Hub Board	N/A
Domenico Cirillo	Business Programmes & Business Board Manager
Heather Stevenson	Data and Information Manager - Greater South East Net Zero Hub
Phil Jones	BEIS, Hub Lead
Niamh McNamara	BEIS
David Williams	BEIS

13.2. Appendix 2: Source Documentation

- MOU Documentation
- Managing Public Money
- The 10 Step Guide to Project Management
- The Constitution
- The Risk Management Strategy
- The M&E Framework
- The Assurance Framework
- Prince2
- CPCA PM RACI Matrix
- CPCA relationship between risk and change
- CA Sustainable Growth Strategy
- Communication Principles

13.3. Appendix 3: Local Authority's Engaged in The Project

Basildon, Braintree, Brentwood Borough Council, Castlepoint, Chelmsford, Colchester, Epping Forest, Harlow, Maldon, Rochford, Southend on Sea, Tendering, Thurrock, Uttlesford District, Broxbourne Borough, Dacorum Borough, East Herts District Council, Hertsmere Borough, North Hertfordshire District, St Albans

City & District, Stevenage Borough, Three Rivers District, Watford Borough, Welwyn Hatfield Borough, Havering, Lewisham, Sutton, Bedford Borough, Central Bedfordshire, Luton Borough, Milton Keynes, Bracknell Forest, Reading, Slough, West Berkshire, Windsor & Maidenhead, Wokingham, Hart District Council, Test Valley Borough Council, Oxford City Council, West Oxfordshire District Council, Ashford Borough Council, Canterbury City Council, Folkstone & Hythe District Council, Gravesham Borough Council, Maidstone Borough Council, Medway Council, Sevenoaks District Council, Swale Borough Council, Thanet District Council, Tonbridge & Malling Borough Council, Tunbridge Wells Borough Council, North Northamptonshire, West Northamptonshire, Elmbridge Borough Council, Epsom & Ewell, Guildford Borough Council, Mole Valley, Reigate & Banstead, Runnymede Borough Council, Spelthorne, Surrey Heath Borough Council, Tandridge, Waverly Borough Council, Woking Borough Council.

13.4. Appendix 4: RACI – CPCA roles and responsibilities in project management

RACI Matrix - CPCA roles and responsibilities in project management

Project Deliverable (or Activity)	CA Role											
	Mayor / Mayors Office	CEO	Other Directors	Project Director	Project Managers / SRO	PMO	Finance	Legal / Governance	Procurement	Comms	Analysis and Evaluation	Democratic services
1. Project governance												
Defining project governance (RACI)			I	A	R							
Committee/Board Reports (drafting and putting on forward plan)	C	C	I	A	R		C	C				I
2. Commencing Project delivery												
Prioritisation	A	A	R/A	R/A								
PID		C	C	A	R	C	C	C	C			
Logic model				I	R/A						R/A	
3. Project gateway reviews												
Gateway document				A	R	I	C					
Lessons learned (inc feeding into organisation register)				A	R	I	C					
4. Business Case development												
Business Case / Study				A	R						C	
Assurance (framework compliant)				A	R		A					
5. Project controls												
Scope document				A	R							
Baseline management				A	R							
Risk and opportunity register				A	R							
Issues register				A	R							
Programme				A	R		I					
Project folder upkeep: sharepoint				A	R	A						
Stakeholder mapping				A	R							
Consultation	C	C	I	A	R					R/A		
6. Project reporting and monitoring												
Highlight Reports		I	I	I	R	A						
Finance Reports		I	I	I	R		A					
Claims and invoices				A	R		A					
7. Procurement												
Procurement forms (such as waiver, brief or ODN)					R		C	C	A			
8. Legal												
Contracts or Funding Agreement				A	R			A				
9. Evaluation												
Evaluation plan				C	R	I					R	
10. Closure												
Closure document				A	R	I	C					

R - Responsibility

A - Accountable

C - Consulted

I - Informed

R/A - Responsible and Accountable

R

A

C

I

R/A

13.5. Appendix 5: CPCA RAG Definitions

Traffic light	RAG status definition	Action
Red	Red RAG status: <ul style="list-style-type: none"> Without action, successful delivery is highly unlikely; Directors need to investigate the potential problems; Management action is needed immediately. 	<p>The issue should be escalated immediately to the responsible Combined Authority Director.</p> <p>Relevant actions to be carried out accordingly, or an action / mitigation plan identified.</p>
	<p>Red can indicate one or more of the following:</p> <ol style="list-style-type: none"> 1) Significant overspend on budget with no clear means of retrieving the overspend; 2) Critical delays with no current means of time retrieval; 3) Decreased quality, with knock on effect for benefit realisation; 4) Project team does not have the resources or capacity to address issues; 5) Exceptional risk or a group of risks that are becoming issues. 	
Amber	Amber RAG status: <ul style="list-style-type: none"> Without action, successful delivery is in doubt; Management action is needed; The Senior Management team needs to assure itself that remedial action is being taken. 	<p>The Programme Manager (and Project Board where relevant) should be alerted.</p> <p>Relevant actions to be carried out accordingly, or an action / mitigation plan identified.</p>
	<p>Amber can indicate one or more of the following:</p> <ol style="list-style-type: none"> 1) Committed/actual spend to date exceeds the budget/projected annual spend; 2) Time delays, but not very significant; 3) Quality affected, but won't affect tolerances or outputs; 4) Any problems can be fixed by the project manager; 5) Risks are highly likely to become an issue but can be retrieved with the correct mitigation. 	
Green	Green RAG status: <ul style="list-style-type: none"> Successful delivery has a high level of confidence; Project Manager can proceed with the project plan as currently agreed. 	<p>No action needed beyond continuing active project management</p>
	<p>Green can indicate the following:</p> <ol style="list-style-type: none"> 1) The budget is on track and may come in under budget; 2) The project will complete on time or ahead of schedule; 3) The quality comes in at the expected levels, or better; 4) The resources are suitable; 5) There are no risks that are likely to become issues which would cause overspend, delay, or otherwise put the project in jeopardy. 	

Local Transport and Connectivity Plan

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	22nd March 2023
Public report:	Yes
Lead Member:	Mayor Dr Nik Johnson
From:	Tim Bellamy, Interim Head of Transport
Key decision:	No
Forward Plan ref:	n/a
Recommendations:	<p>The Cambridgeshire and Peterborough Combined Authority Board recommended to:</p> <ul style="list-style-type: none">a. Take note and comment on the updated draft of the Local Transport and Connectivity Plan; andb. The Cambridgeshire and Peterborough Combined Authority Board is invited to approve the Digital Policy.
Voting arrangements:	<p>Recommendation a) is noting only, No vote is required.</p> <p>For Recommendations b) 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 or Peterborough City Council, or their Substitute Members or 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

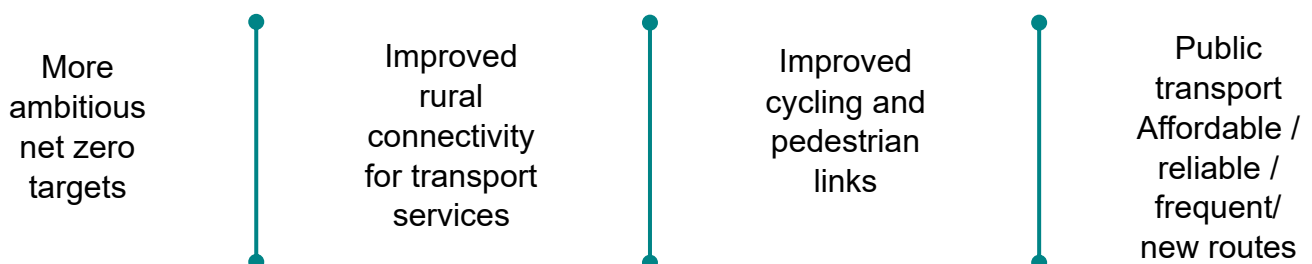
- 1.1 This paper provides an update on the Local Transport and Connectivity Plan (LTCP) specifically in relation to the updated draft following public consultation and how the Combined Authority is continuing to progress the Plan in the continued absence of DfT guidance. The paper also includes progress to date on associated themes and workstreams.

2 Background

- 2.1 The future of local transport planning for the Cambridgeshire and Peterborough area has and continues to undergo rapid change. Since the publication of the Local Transport Plan (LTP) in early 2020 there have been significant changes that have directly and indirectly impacted on the current transport network and the appropriateness of the overarching strategy.
- 2.2 The draft LTCP describes how transport and digital interventions can be used to address current and future challenges and opportunities for the region. It will set out the revised policies and strategies needed to secure growth and ensure that planned developments can take place in the county in a sustainable way.
- 2.3 The purpose of a LTP is to:
- Outline the current baseline regarding transport, accessibility, and pollution;
 - Set out challenging, but achievable, objectives;
 - Set out the timeline for achieving these objectives; and,
 - Outline 'bids' for funding from the DfT.
- 2.4 The development of a transport strategy is a key component of the Combined Authority's Improvement Plan. The aim of Workstream C of the Improvement Plan has been and continues to be development, implementation, and approval of the LTCP in 2023. As part of our continual improvement and development of the plan, this will include a peer review and challenge from West Midlands Combined Authority.

Consultation

- 2.5 In summary the consultation showed:
- 92% understood why the Combined Authority are making a new LTCP
 - 65% either strongly agreed or agreed with the proposed LTCP vision.
- 2.6 The main comments from the consultation included:



- 2.7 Following the consultation on the LTCP in summer 2022 the LTCP has been re-drafted and this is included within Appendix 1.

- 2.8 The document has been redrafted to take into account a number of changes including:^{Item 6.1}
- Consultation results and the “You said, we did” summary previously presented at 18th January Transport and Infrastructure Committee.
 - Address understanding of emerging guidance on Local Transport Plan that is available including:
 - An underlying “Vision led approach”
 - Increase focus on integration including spatial planning
 - Need for Electric Vehicle charging strategy
 - Embed decarbonization consideration into planning process – Quantifiable Carbon Reduction (QCR)
 - Align LTPs with Local Plans
 - Carbon Assessment (detailed below) – LTCP based on Improve, Shift and Avoid

Quantifiable Carbon Reduction

2.9 As part of the new LTP guidance there is an expectation that Local Transport Authorities (LTAs) will need to undertake a Quantifiable Carbon Reduction (QCR) assessment. This work was undertaken with WSP for the Combined Authority, the results of which have fed into our Plan and work being progressed by England’s Economic Heartland to assist other LTAs in the development of their Plans.

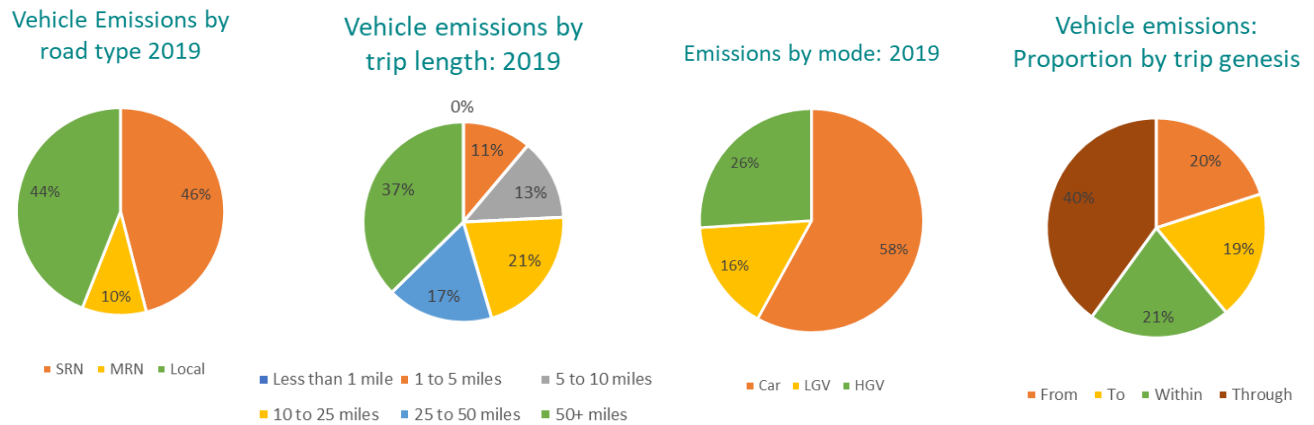
2.10 The diagram below explains the phases of work.



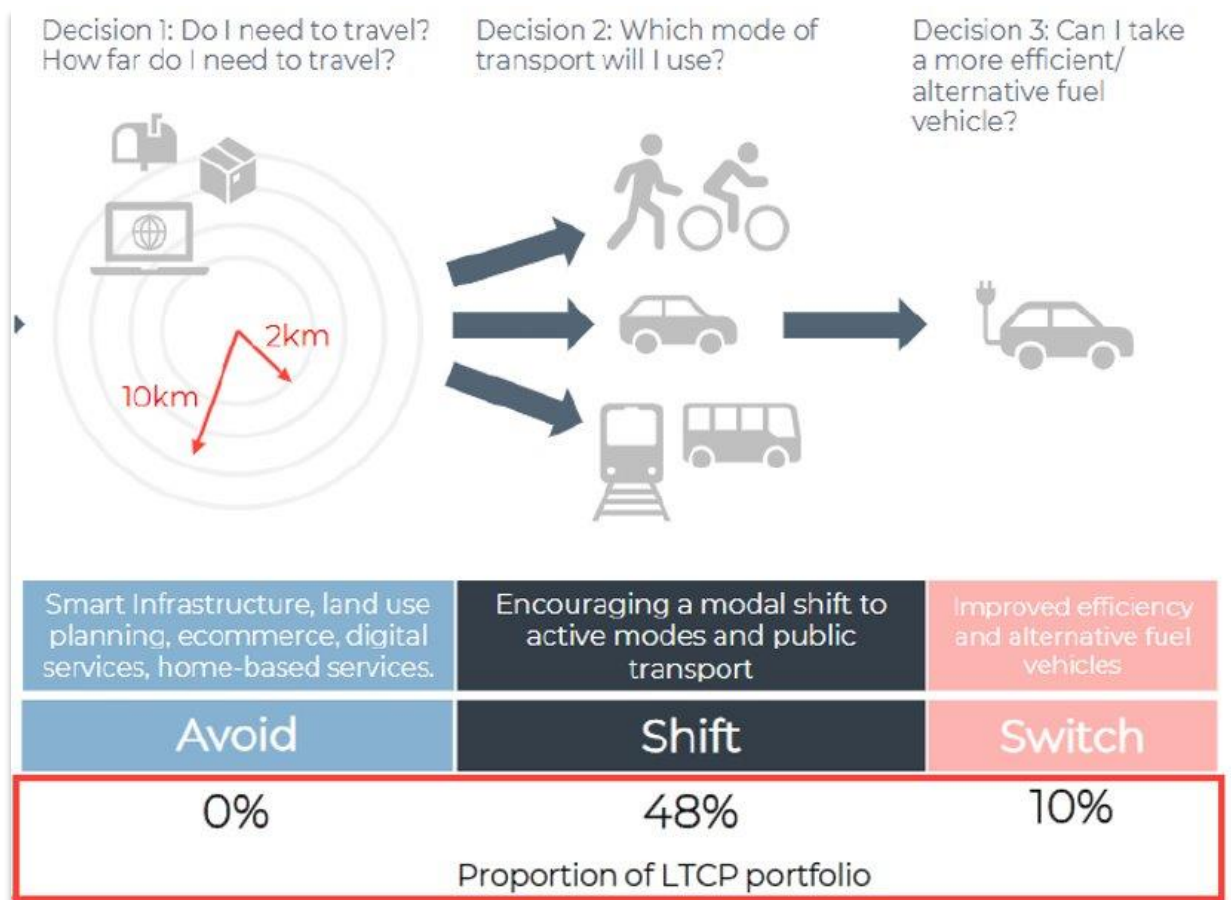
2.11 Phase 1 looked at a high-level carbon assessment based on the 15% reduction in vehicle kms travelled by 2020 which is a target recommended by the Combined Authority’s Climate Change commission (2019 baseline). Phase 1 concluded that this target does not align with needed pathways with a gap identified. It was also noted that local transport funding will be conditional on demonstrating emission reduction aligned with national policy.

2.12 Phase 2 provided more detail to phase 1. In summary this phase found, due to the unique position of the region, 40% of vehicle emissions within the Combined Authority are apportionable to through trips on the strategic road network. These emissions are unlikely

to be greatly impacted by the commitments of the LTCP. It is therefore essential that the Combined Authority continue to lobby and outline to government the role they, alongside national partners such as National Highways and Network Rail, need to play in reducing the total carbon emissions within our region. The Combined Authority's LTCP will focus on the reduction of carbon emissions as per the requirements of the guidance; however, this will be mainly focused on the 60% of emissions whereby the Authority can directly influence and make the necessary changes.

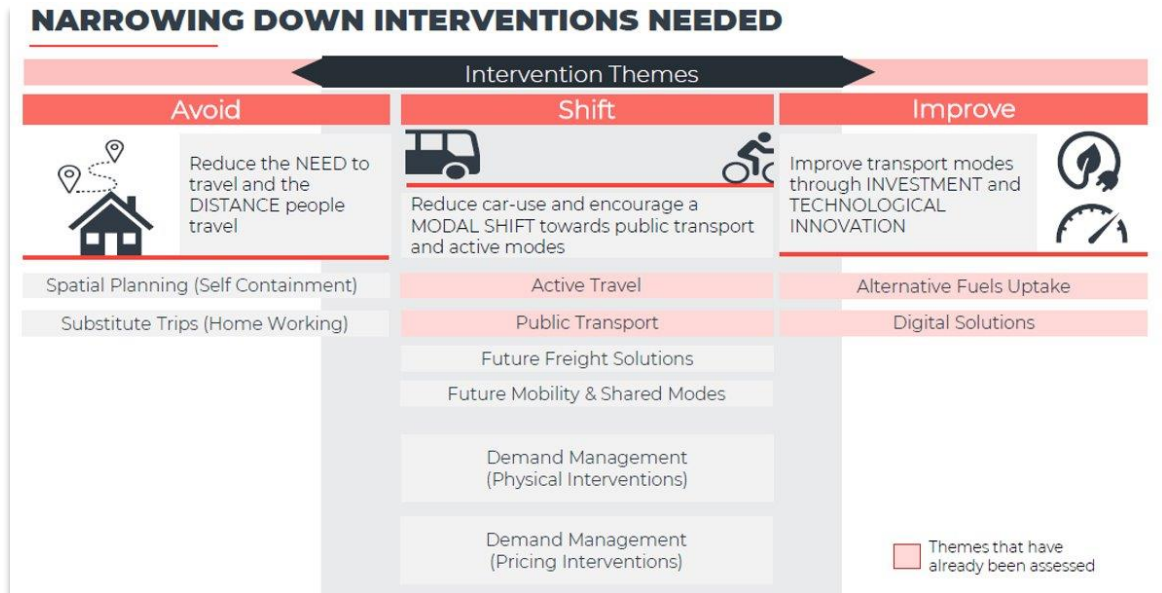


“Avoid, Shift and Improve (Switch)” as shown below. This approach has become the basis for the LTCP going forward and the document is based on.



2.13 Phase 2 summarised that without further intervention, the Combined Authority area will exceed each of the next 4 carbon budget periods till 2050 even with accelerate Electric

Vehicle take up. Therefore, there was a need to examine in more detail the carbon mitigation options available. WSP's assessment of the LTCP has been that the Plan as it currently stands is a good position from which to work. Following this assessment, Phase 3 of WSP's work focused on the potential interventions that could be integrated into the overall Strategic Plan to assist in the reduction of carbon emissions across the region. These are outlined in the diagram below and in alignment with the government's position on LTPs, where there is agreement on these strategic items, these will be included within the regional strategy section and developed further during the lifetime of the Plan.



2.14 In terms of interventions these are summarised in the table below:

<i>Intervention</i>	<i>Type</i>
Online services / Substitute trips	Avoid
Area wide Road User Charge	Shift
Carbon based Road User Charge	Shift
Demand Management (Access and capacity constraints)	Shift
Reduced Public Transport fares	Shift
Mass Transit	Shift
WPL	Shift
Parking pricing strategies	Shift
Ultra-low emissions buses	Improve
Rail line reopening	Shift
Rail frequency and capacity Improvements	Shift
New rail stations	Shift
Demand Responsive Transport (DRT)	Shift
Bus priority measures	Shift
Mobility hubs and improved modal integration	Shift
Bike/e-bikes/e-scooter hire schemes	Shift
Cycle infrastructure	Shift
Improved pedestrian facilities	Shift

Demand Management
Active Travel
Public Transport
Technology / Innovation

- Item 6.1
- 2.15 Overall, achieving a 15% reduction in vehicle km (from a 2019 baseline) is considered a suitable level of ambition for the Combined Authority to target through the LTP (in the short term). Analysis shows this level of reduction is sufficient to align with the Committee on Climate Change (CCC) Sixth Carbon budget up until 2028. Beyond this date, further reductions in vehicle travel should be targeted.
- 2.16 Modelling of “influencing factors” in decarbonisation shows that there is no one intervention which can achieve the scale of reduction in vehicle use required. Of the measures tested, avoid measures (improved digital connectivity, spatial planning) and demand management (pricing strategies and physical measures) have been found to have the greatest influence.
- 2.17 Individual measures have then been packaged together and tested against the Combined Authority’s target policies and pathways for 2050. Analysis shows that an ambitious programme of interventions (at intensities which are deliverable) will achieve the Combined Authority’s target but will still leave a residual gap in cumulative emissions. This is partly due to the scale of emissions outside of the scope of influence of the LTP (~40% through trips).
- 2.18 The scenario tests have highlighted the importance of the timing and sequencing of interventions. It is critical that the LTP considers all necessary hooks to secure further feasibility into the delivery of the required interventions.
- 2.19 Infrastructure carbon must be carefully considered for all new schemes and ongoing maintenance. If not managed correctly, infrastructure carbon risks whole-economy carbon budgets being missed.

Programme

- 2.20 With central government yet to publish their LTP guidance that was due in September, and this remains a key risk to the programme. Following receipt of the draft guidance, an assessment of the LTCP against the requirements will have to be made and this may impact on the budget.
- 2.21 This will include a mapping exercise that will compare our LTCP with the draft guidance (including a gap analysis and links to further work if required). Government have outlined that if schemes, initiatives, and transport planning tools are not included within the document then future funding opportunities will be limited. It is therefore imperative that this mapping is undertaken alongside an outline of the key schemes and initiatives within the documentation suite.
- 2.22 The outcome of this mapping exercise will be provided to constituent Councils and officers will collaborate on how best to take forward particular elements and requirements to meet any gaps identified. The Transport and Infrastructure Committee will be kept informed as to whether this additional work can be accommodated into the timeline outlined above and within the budget allocated.
- 2.23 The strategic section will be updated with constituent Councils. A detailed Implementation Plan being developed following the agreement of the overarching strategy and align to the budgetary work being undertaken.
- 2.24 Throughout the update process we will be working with constituent Councils to update the

Digital Policy

- 2.25 In January 2023, the draft Digital Policy was brought to Transport and Infrastructure Committee. Following this Committee, the Policy was shared with key stakeholders for comment and updates following this have been made.
- 2.26 Much has already been achieved in enhancing digital connectivity in Cambridgeshire and Peterborough, in particular the success in making superfast broadband nearly ubiquitously available across the Combined Authority. However, this is a rapidly moving area, driven by exponential improvements in technology. With the ongoing rollouts of new technologies such as full-fibre broadband and 5G mobile infrastructure, it is vital that Cambridgeshire and Peterborough remain at the forefront of digital connectivity in terms of:
- Fixed broadband connectivity;
 - Mobile connectivity;
 - Smart infrastructure; and
 - Digital adoption, access, and inclusion.
- 2.27 Based on the Cambridgeshire and Peterborough Digital Connectivity Strategy for 2021- 2025, the Digital Policy for the Local Transport and Connectivity Plan sets out the following commitments:
- 2.28 In fixed broadband connectivity we will continue to:
- Facilitate industry investment in fixed broadband infrastructure;
 - Work with government to deliver public funded fixed broadband solutions where commercial coverage is not viable; and
 - Integrate fibre ducting in transport and other infrastructure schemes and exploit this asset.
- 2.29 In mobile connectivity we will continue to:
- Identify areas of inadequate mobile coverage/capacity;
 - Facilitate mobile infrastructure delivery;
 - Encourage the use of council assets for hosting mobile infrastructure;
 - Explore with operators and with Government the options for minimising adverse impacts of mobile infrastructure on our streetscapes; and
 - Support the deployment of innovative mobile technologies and use cases.
- 2.30 In smart infrastructure we will continue to:
- Support the roll-out of Low Power Wide Area Network (LPWAN) infrastructure for Internet of Things applications;
 - Facilitate the sharing of data from IoT applications;
 - Support trials and pilots of promising new smart technologies; and
 - Support the implementation of proven smart technologies at scale, to improve the sustainability of the transport system.
- 2.31 In digital adoption, access, and inclusion we will continue to:
- Develop and raise awareness of digital inclusion opportunities;
 - Extend the availability of public access WiFi;
 - Work with stakeholders to improve digital connectivity in social housing;
 - Work with partners to minimise disruption associated with PSTN switch-off, and the

- proposed withdrawal of 3G mobile services; and
- Support SMEs' adoption of digital technology.

3 Significant Implications

- 3.1 Central government are yet to publish their LTP guidance that was due in September, and this remains a key risk to the programme and budget.

4 Financial Implications

- 4.1 Central government are yet to publish their LTP guidance that was due in September, and this remains a key risk to the programme and budget.

5 Legal Implications

- 5.1 N/A.

6 Public Health Implications

- 6.1 The report recommendations have a positive implication for public health. One of the objectives of the LTCP is improved health and well-being enabled through better connectivity, greater access to healthier journeys and lifestyles and delivering stronger, fairer, more resilient communities.

7 Environmental and Climate Change Implications

- 7.1 The report recommendations have a positive implication for the environment and climate change. Both Climate and Environment are objectives of the LTCP including successfully and fairly reducing emissions to net zero by 2050 and protecting and improving our green spaces and improving nature with a well-planned and good quality transport network.

8 Other Significant Implications

- 8.1 N/A.

9 Appendices

- 9.1 Appendix 1 – Draft Local Transport and Connectivity Plan
- 9.2 Appendix 2 – LTCP Draft Evidence Base
- 9.3 Appendix 3 – Draft – East Cambridgeshire
- 9.4 Appendix 4 – Draft – Greater Cambridgeshire
- 9.5 Appendix 5 – Draft – Huntingdonshire
- 9.6 Appendix 6 – Draft – Peterborough
- 9.7 Appendix 7 – Draft – Fenland
- 9.8 Appendix 8 – Draft Monitoring and Performance
- 9.9 Appendix 9 – Digital Policy

10 Background Papers

The page features several large, overlapping geometric shapes in various shades of teal and light blue. These shapes are primarily located in the top-left, top-right, and bottom-right corners, creating a modern, abstract background. A thin black rectangular border encloses the main title text.

Local Transport and Connectivity Plan

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Foreword

Mayor's Foreword to be agreed

We have made good progress since the publication of the last Local Transport Plan in 2020; however, we now need a more ambitious transport strategy to deliver the Combined Authority's and partners' priorities, particularly the need to take action to address the climate emergency, tackle inequalities, prioritise health and wellbeing; and to ensure we continue to invest to deliver an inclusive, integrated, and sustainable transport network.

Current trends of private car use have contributed to congestion and public health issues therefore we need to fundamentally reconsider how people move around and through the region. In order to address these challenges, we have to reduce the need to travel and discourage individual private car use. We plan to do this by making active travel, public and shared transport the natural first choice. This Plan will make these modes more attractive and create an increasingly balanced, integrated transport system.

To deliver our aspirations there will be considerable challenges. Delivering our vision will not be easy and there will be some tough decisions around how we use existing road space. However, the health of our residents and the protection of our environment is paramount. The benefits of this approach will be felt by all as we improve health, provide cleaner air as well as easier journeys, for today and future generations.

Delivering this LTCP will require meaningful action and effective collaboration with a range of stakeholders. We have engaged with many of these during development of the Plan and we will continue to work with them to develop and implement schemes, innovative solutions, and initiatives. Continued engagement with our residents and businesses will be a constant feature in ensuring we deliver the transport network and solutions for you.

We thank everyone who commented on the LTCP consultations and engagement events; and encourage further engagement as we move forward with this project. Working together we can deliver the LTCP and a better region for everyone.



Executive Summary

Introduction

Overview

This strategy sets out a vision and a framework to deliver a modern, integrated transport system for the people and businesses of Cambridgeshire and Peterborough. The document is an update to our first Local Transport Plan (LTP) for Cambridgeshire and Peterborough published in 2020.

The strategy has been reviewed in consultation and collaboration with key stakeholders, including our two Local Highway Authorities (Cambridgeshire County Council and Peterborough City Council), five District Councils (City of Cambridge, East Cambridgeshire, Fenland, Huntingdonshire, and South Cambridgeshire), Greater Cambridge Partnership, National Highways and Network Rail.

In updating our strategy, we sought comment, advice, and guidance from a wide range of consultees and stakeholders in the public, private and third sector including sub-national transport bodies, industry representative groups, businesses, and community organisations.

The Devolution Deal between Government and Cambridgeshire and Peterborough established a programme of investment in our economic future, with the aim of doubling the size of the economy and creating more good jobs. In pursuing economic growth, we have a responsibility to ensure that rising prosperity makes life better, healthier, and fairer, whilst ensuring that we do not exhaust the resources our children and future generations will need for the future. More and more people are recognising that we do not just need growth: we need good growth. Our aim is not simply to increase our income, but to increase our area's wealth, in a way that is driven by our values.

Since the Devolution Deal was enacted, much has changed – Brexit, the lasting impact of the Covid-19 pandemic, increased awareness of the need to protect our environment, a greater understanding around the impacts our actions are having on the climate and our wellbeing are all factors that we need to continue to be cognisant of in delivering future growth in a sustainable manner.

This strategy needs to be fully integrated with the strategic direction of the Combined Authority and its partners whilst being sufficiently flexible to drive change to meet these wider objectives. This Plan helps to shape the overarching direction of travel for transport and our associated schemes, whilst also ensuring that when projects are brought forward these strongly align with our key objectives and thus help us to achieve our vision, aims and aspirations.

It will do so by:

- Truly reflecting our Sustainable Growth Ambition Statement. This LTCP identifies how they are driven by our ambitions for capital development under each of the themes, and include outcome indicators to show how they will deliver against those themes;
- In conjunction with our Assurance Framework, providing a rigorous process for transport scheme prioritisation and development, which will ensure that investment is directed to those areas where it can contribute most to the wellbeing of the area; and,
- Setting the framework for a Delivery Plan to be adhered to and monitored that sets out our spending programme, based on the resources available. The Delivery Plans will be reviewed annually through the Medium - Term Financial Planning process.

This LTCP was developed in line with our understanding of the emerging national LTP guidance and best practice. It is based upon an extensive evidence base that has been updated since the initial document was published in 2020.

It is expected that government will require Plans to focus on:

Climate and environmental challenges

Government recognises the challenges of climate change and the impact that it is already having on our transport systems. Bold actions will be expected within this Plan to ensure the UK will achieve Net-Zero 2050 to keep global temperatures below a 1.5°C rise, halt the deterioration of the natural environment, and counter the negative health outcomes associated with the impact of transport on air quality.

Economic and fiscal context

It is important that this Plan supports good growth within the region, allowing for businesses and communities to thrive and prosper. The aim of this Plan is to ensure that no community is left behind and therefore aligns with the Government's commitment to levelling up.

Planning best practice

The Plan incorporates new best practice for transport planning and allows for future changes and innovations to be utilised to meet its overarching vision, aims and objectives. This Plan truly aligns with the Government's move away from predicting future traffic growth and providing for it, towards a more integrated, vision-led approach.

New technology

The LTCP will create an environment through which new and emerging technologies can be harnessed and explored to create an integrated transport network that meets the needs of businesses, people, and communities across our region. The use of emerging technologies are providing new forms of transport, new tools to manage traffic and networks, digital alternatives to travel, new platforms for innovation, and new techniques to engage with and collect data from transport users and this will be utilised by us and our partners to deliver the best possible outcome for the region's transport network.

Alignment with wider government policy

This Plan strongly aligns with changes to transport and spatial planning, legislation and policy since the last guidance was published, including the Transport Decarbonisation Plan, Gear Change, Bus Back Better, the Inclusive Transport Strategy, the Plan for Rail, the Future of Freight Strategy, Equalities Act 2010, and updates to the National Planning Policy Framework.

In addition, this Plan has been subject to multiple impact assessments, to ensure that it fully considers equalities, environmental, habitats and health impacts.

The remainder of this document is structured as follows:

- Needs updating once document complete

This main document is supplemented by a suite of accompanying documents.

- Needs updating once document complete

- Our Policies describes requirements related to transport planning and design, delivery, and operation and maintenance for the Cambridgeshire and Peterborough Combined Authority, our public sector partners, and key private sector and non-for-profit stakeholders. They also provide the principles which will underpin decision-making, capital investment and revenue support in our transport network.
- The Public Engagement and Consultation Report will provide a summary in due course of the public consultation process and other stakeholder engagement activities, identify key themes in the responses provided and describe how we have modified the LTCP in response to the feedback received.
- The updated Local Strategies which examine each district in the Cambridgeshire and Peterborough area in more detail.
- The updated Evidence Base which examines the current and future socio-economic, environmental, and transport conditions in the region, aiming to identify the key challenges the LTCP should seek to tackle and the opportunities that transport can help realise.
- The three statutory Impact Assessments have been updated to assess the refreshed Plan. These include the Strategic Environmental Assessment, Habitats Regulation Assessment and Community Impact Assessment (incorporating a Health Impact Assessment (HIA) and an Equality Impact Assessment (EqIA)).

Reasons for new LTP

The diagram below summarises the reasons for the new LTP



DIAGRAM: Reasons for new Plan-

National Strategic Priorities

The following list is not an exhaustive list; however, it does highlight some of the key policies at the national and local level.

National

At the national level there are a range of policies that provide context for the LTCP and have set high level ambitions which the LTCP will contribute to delivery of:

- Local Transport Act 2000: Establishes Local Transport Plan's (LTP) as statutory documents.
- Build Back Better: our plan for growth (2021): Sets out the government's plans to support economic growth through investment in infrastructure, skills, and innovation. The aim to support the transition to net zero has strong links to the LTCP.
- Transport Investment Strategy (2017): Provides context for the levels of funding available and the rationale behind government investment in transport.
- Transport Decarbonisation Plan (2021): Sets out the government's commitments and the actions needed to decarbonise the entire transport system in the UK.
- Gear Change (2020): Describes the vision to make England a great walking and cycling nation and sets out the actions required to deliver this.
- Future of Mobility: Urban Strategy (2019): Outlines the government's approach to maximising the benefits from transport innovation in cities and towns.
- Government's 25-year Environment Plan (2018): Sets out how the government will improve the environment.
- National Bus Strategy (2021): Sets out the vision and opportunity to deliver better bus services for passengers across England.
- UK Carbon Budget (2021): Sets the legally binding target to reduce emissions.
- Great British Railways and the Integrated Rail Plan (2021): Outlines proposals to bring the rail network under single national leadership, a new public body called Great British Railways.

This Plan demonstrates a strong strategic fit with the national government policies and priorities whilst ensuring that the needs and priorities of our local communities are delivered in a sustainable and effective way.

In 2022, the Government published their *Outcome Delivery Plan* that outlined five priority outcomes for transport. The three that are most relevant for local transport are:

- Growing and Levelling Up the Economy – improving connectivity allowing for good growth by enhancing the transport network.
- Focus on transport for the User – improving the transport users' experience, thereby ensuring a safe, reliable, and inclusive network that is available for all.
- Reduce environmental impacts – minimising biodiversity loss, decarbonising the transport system and improving air quality to address the challenge of climate change through a range of measures.

Growing and Levelling Up the Economy

The policies and interventions contained within this Plan help to deliver good economic growth and boost productivity by improving access and opportunity for all with an aim of increasing social inclusion and reducing the level of deprivation across our region. Through effective engagement with our businesses and communities we are in a better position to make informed judgements around the best way to improve effectiveness and efficiency of our transport network. Our interventions and pipeline of schemes will continue to be implemented, developed, revised, and reviewed as new innovative initiatives and mechanisms become available, thereby maximising our ability to level up across our region and improving standards for all within our communities.

Our communities must be physically and digitally connected if they are to thrive. This Plan aims to put transport right at the heart of improvements across our region, as transport plays a significant role in enhancing pride of place, unlocking sustainable growth and new housing, improving access to high streets and town centres, connecting people to green spaces, and strengthening links within and between economic centres in the region.

In line with the Government's policy, we will continue to seek new and innovative ways to deliver this Plan's aims and objectives and be at the forefront when it comes to trialling and implementing new technologies, as they have the ability to change the way people and goods move that ultimately have a transformative impact on the sustainability and efficiency of our journeys.

We will continue to work with Government and key stakeholders, such as National Highways, Network Rail, and others to ensure that the transport proposals within this Plan are fully implemented and integrated with planned major or nationally significant transport infrastructure projects, such as East-West Rail, Ely Area Capacity and the A428 improvements. This will ensure that the benefits and opportunities for economic growth are maximised within both our region and the UK as a whole.

Improve Transport for the User

This Plan aims to offer transport users a real alternative for the people of the region to change travel behaviours with improved transport choices, accessibility, and experience for all. Our package of measures will use the principles of good design to create high-quality environments within our urban, peri-urban, and rural areas. Our schemes and initiatives will complement and enhance our unique characteristics and respond to the needs of our communities.

Transport across our region will be accessible and inclusive, considering the needs of all those sharing characteristics that are protected under the Equalities Act 2010. It is important that our transport users feel confident and safe to undertake their journeys on their mode of choice.

National government aims to transform public transport connectivity across the country, with the aim that by 2030, local public transport connectivity across the country will be closer to the standards of London, with improved services, simplified fares, and integrated ticketing. We continue our work towards franchising to allow greater influence and control over passenger transport to make it a more viable and attractive option with a network and service that is easy to access and navigate.

To align with government's policy, through this Plan's development we have been able to identify areas of high accessibility by active travel, public transport and digital services and consider how such locations can optimise the use of land, increase density, and consequently reduce private vehicle dependent housing developments.

To address carbon challenges at the local and national level, government continue to reinforce its commitment to electric vehicles and associated infrastructure. The Government's vision for charge points to be accessible, reliable, inclusive, and fairly priced. The Government expects there to be at least 300,000 public charge points in the UK by the end of the decade to support on-route charging and charging for people without access to home charging. Therefore, this LTCP and its associated *Alternative Fuelled Vehicle Strategy and Implementation Plan* aims to deliver the infrastructure needed to support and transition to zero carbon alternative fuels and electric vehicle charging to decarbonise vehicle fleets and improve the experience of users of these technologies.

In addition, the condition of our highways and transport assets impacts on attractiveness and usability of our network. We will work with partners to ensure that they are well maintained and reliable to meet the expectations of government and our residents and businesses. To reduce the impacts on transport users, we aim to ensure that our assets should be as resilient as possible to the effects of climate change and extreme weather events, with suitable planning in place to try and mitigate these.

Reduce Environmental Impacts

Due to the significant focus by local and national government in relation to decarbonising the local transport network this forms a key objective for our Plan. We have considered a mixture of options available to us to achieve transformational change.

To meet the Government's and our objectives it is important that we reduce the environmental and health impacts and deliver transformational change through a mix of incentives and disincentives, especially as no single intervention is enough to achieve the carbon reduction necessary to meet our carbon budgets and Net Zero target by 2050.

The LTCP needs to demonstrate how we support the legal limits and targets for improving air quality and reducing emissions, and the legal duty to conserve and enhance biodiversity. This should include identifying the scale of impacts generated by network use and a range of transport measures necessary to help meet these targets, whilst also helping to create healthier, quieter, better connected, sustainable and more inclusive communities.

The importance of conservation areas and designated sites, such as Sites of Special Scientific Interest, and Areas of Outstanding National Beauty, have been integral in the development of this Plan. In addition, we have considered how to increase sustainable access to natural assets such as parks, green spaces, and water environment (blue spaces).

Sub-National and Regional

The Combined Authority is a part of regional bodies and partnerships which outline further aspirations for the region:

- EEH Transport Strategy (2021): Sets out that a step-change in approach is required to address the challenges our transport system already faces and to realise the region's economic potential and deliver sustainable growth.
- OxCam Arc Spatial Framework (2021): The government started a public consultation seeking views on the first stage of the Oxford-Cambridge Arc.

DIAGRAM: Insert diagram outlining EEH area

Commented [TB2]: To be updated to reflect the emerging position (on publication date – May 2023)

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Other bordering bodies

In addition, we border the sub-national transport bodies of Transport East and Midlands Connect. Again, whilst not a member of these groups, there are matters such as cross-boundary transport movements that need careful consideration.

Impact on our ability to deliver

Transport is not confined by Authority, County, City or District boundaries and it is recognised that our residents need to travel to surrounding areas for work and leisure, and residents from neighbouring areas travel into our region. Working with partners will help to improve travel choices and journey experiences for residents through the development and implementation of innovative and tailored made solutions to meet the aims and aspirations of the people of Cambridgeshire and Peterborough.

We recognise the value and benefits of developing good working relationships with our neighbouring Local Authorities, regional/ sub-national and statutory bodies. These include:

- More efficient and effective use of resources.
- A single voice to funding bodies creating a unified and stronger message.
- Local and regional issues can be understood together, ensuring greater compatibility in the development of policies and projects.

Local Priorities

Cambridgeshire and Peterborough Combined Authority was established as a Mayoral Combined Authority in 2017 to make life better, healthier, and fairer for all. As we revise our focus, much of the original purpose and ambition remains with increased attention to address post-pandemic areas of deficit and more recent impact of climate, energy, and cost of living crises. Our overall strategy closely aligns with this LTCP as it aims to enable a prosperous Cambridgeshire and Peterborough region; one that is more equitable, more environmentally sustainable, and securing good growth for its residents and businesses.

Our overarching ambitions and objectives are contained within our Devolution Deal – to deliver a leading place to live, learn and work. This will be realised through achieving the following ambitions:

- Doubling the size of the local economy over 25 years;
- Accelerating house building rates to meet the local and UK need;
- Delivering outstanding and much needed connectivity in terms of transport and digital links;
- Transforming public service delivery to be much more seamless and responsive to local need;
- Growing international recognition for our knowledge-based economy;
- Improving quality of life by tackling areas suffering from deprivation; and
- Providing the UK's most technical skilled workforce.

This Plan demonstrates a golden thread and strongly aligns with the vision for the Combined Authority to deliver:

“A prosperous and sustainable Cambridgeshire and Peterborough. Driven by our values and using our collective voice and strengths, we seek inclusive good growth for an equitable, resilient, healthier, and connected region”.

Our strategic priorities provide additional clarity on the areas of focus for the Combined Authority and its partners. Fundamentally these priorities are supported by a strong strategic framework that ensures all delivery is assessed by its impact and contribution to climate and nature, health, infrastructure, innovation and reducing inequalities.

Transport is an enabler. Ultimately this Plan will allow us to achieve our overarching objectives and priority areas of focus, namely:

- Achieving Good Growth;
- Increased Connectivity;
- Ambitious Skills and Employment Opportunities; and
- Enabling Resilient Communities

LTCP Vision and Mission Statement

Transport has a key role to play in achieving our vision, aims and objectives for Cambridgeshire and Peterborough by contributing towards the delivery of our priorities. These priorities have been developed with communities in mind, remaining mindful of the available budgets both now and in future years.

Our key identified transport priorities reflect our commitment to improve strategic connectivity to reduce commuting times, support future development and increase people's life chances

and opportunities. We are committed to continuing our rigorous prioritisation process based on business cases which assess the impact of these projects on future growth.

Our vision is:

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

Whilst our mission statement is:

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

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

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

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Goals

Whilst this vision guides the overall direction of travel for our Plan, we have developed a series of key goals around which the LTCP is focused. These six goals are intended to outline (at a high level) what wider outcomes we want our transport network to achieve in Cambridgeshire and Peterborough. They provide a greater context to the vision and identify the transport network as an 'enabler' of wider outcomes.

These six goals have been developed from the three outlined previously in the LTP (Economy, Environment and Society) and are:



DIAGRAM - Goals of the Local Transport and Connectivity Plan

Objectives

Our eleven objectives strongly align to one of our overarching goals. These form the basis against which schemes, initiatives, and policies are and will continue to be assessed. They have been developed to reflect our aims and aspirations for the transport network of Cambridgeshire and Peterborough and how it can support the wider economy, social inclusion, and the environment within Cambridgeshire and Peterborough. They address the challenges and opportunities inherent in accommodating good growth sustainably, enhancing freight and tourism connections, and putting people and the environment at the heart of transport design and decision making.

The objectives of the LTCP further demonstrates clear alignment between the Plan's aims and objectives and those of the Combined Authority.

Productivity



Housing

Support new housing and development to accommodate a growing population and workforce, and address housing affordability issues



Employment

Connect all new and existing communities sustainably so all residents can easily access a good job within 30 minutes by public transport spreading the region's prosperity



Business & Tourism

Ensure all our region's businesses and tourist attractions are connected sustainably to our main transport hubs, ports and airports



Resilience

Build a transport network that is resilient and adaptive to human and environmental disruption, improving journey time reliability

Connectivity



Accessibility

Promote social inclusion through the provision of a sustainable transport network that is affordable and accessible for all



Digital

Communities are digitally connected, innovative technologies are supported and there is improved connectivity and mobility, across the region

Health



Health and Wellbeing

Provide 'healthy streets' and high-quality public realm that puts people first and promotes active lifestyles



Air Quality

Ensure transport initiatives improve air quality across the region to exceed good practice standards

Safety



Safety

Embed a safe systems approach into all planning and transport operations to achieve Vision Zero - zero fatalities or serious injuries

Environment



Environment

Deliver a transport network that protects and enhances our natural, historic and built environments

Climate



Climate Change

Reduce emissions to 'net zero' by 2050 to minimise the impact of transport and travel on climate change

DIAGRAM - Objectives of the Local Transport and Connectivity Plan

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Mayoral Ambition

Mayor Dr Nik Johnson aims to leave a lasting legacy that continues for years to come that enables improved life expectancy and those additional years lived to be in good health and

wealth. Reduced inequality, sustainable growth, more active communities, and a region that celebrates and further enhances its uniqueness on the local and global stage, will be the enduring impact.

Delivering on this ambition through strong partnerships and complementing the focus and delivery of the Combined Authority, the Mayor aims to build upon the delegated powers and Combined Authority achievements to continue enabling the region to grow and thrive. With more connectivity, spreading of prosperity, developing skills, and improving the region's environment and resilience, the Mayor's ambition and areas of priority can be achieved.

DIAGRAM – National Government, EEH, Combined Authority and LTCP objectives (alignment)

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Scope of the LTCP

Geographic Scope

Add graphic placing CPCA in national context, e.g., major rail, road networks etc
 Add graphic placing CPCA in regional context, e.g., STB, cross boundary links/issues etc
 Add graphic showing CPCA in more detail, showing each district, main centres, transport infrastructure etc

Commented [TB7]: Presented in a graphical format

Description of local areas and distinct places, incl physical, socio-economic characteristics, challenges, and opportunities.

Each district of Cambridgeshire and Peterborough is different and therefore it is imperative that distinct strategies have been developed for the geographical areas of Peterborough, Greater Cambridge, Huntingdonshire, East Cambridgeshire, and Fenland. These are set out in this chapter, and each reflects local transport constraints, opportunities, and patterns of growth.

Fenland

To be updated using local sections text – see local section and evidence base in appendix

Greater Cambridge

To be updated using local sections text – see local section and evidence base in appendix

Huntingdonshire

To be updated using local sections text – see local section and evidence base in appendix

Peterborough

To be updated using local sections text – see local section and evidence base in appendix

East Cambridgeshire

To be updated using local sections text – see local section and evidence base in appendix

Description of modes

To be updated using local sections text – see local section and evidence base in appendix

Developing the LTCP

Our partners

Add diagram outlining internal / external partners such as constituent Councils, delivery partners, businesses, skills, education providers, Network Rail, National Highways etc.

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Stakeholder engagement

To be updated using Consultation report and You Said We Did – this is all documented in the board paper here
CMIS > Meetings

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What other strategies will need to be developed

Add diagram to demonstrate the current and future suite of documents within the LTCP strategic framework

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Our Strategy

Our Plan is designed to be focused on meeting the Combined Authority's ambitious plans and aims to present a clear strategy for meeting our six goals of Productivity, Connectivity, Health, Safety, Climate and Environment. All of these goals need to be fulfilled if our ambitions are to be met.

In June 2021, our Combined Authority Board agreed that this LTCP would be refreshed and include the recommendations of the Independent Commission on Climate report that stated that measures to reduce car miles driven (including improvements to public transport, trials of on-demand electric buses and infrastructure for walking and cycling) should be implemented to a 15% reduction in car mileage by 2030.

Following thorough analysis by independent consultants, our 15% reduction target (from a 2019 baseline) has been recognised as a very challenging but an achievable target. This analysis showed that adherence with this target would ensure we align with the Government's Climate Change Committee's (CCC) Sixth Carbon budget up until 2028.

To achieve National Government's carbon targets, our own 15% reduction in vehicle kilometres and this Plan's overarching vision, aims and objectives, we will build on existing measures and develop new ones that align with the following three principles:

- AVOID - Avoiding (reduce)
- SHIFT - Shifting (maintain); and
- IMPROVE - Improving.

The objective of our A-S-I approach is to promote alternative mobility solutions and to develop sustainable transport systems for the people and businesses of the region in order to achieve significant carbon emission reductions, reduce energy consumption and less congestion, whilst creating healthier and more attractive places to live and work. We will do this by:

Avoid

Avoiding unnecessary travel by reducing the number and length of trips needed. We aim to achieve this through improving planning for homes and employment sites, travel planning and levels of digital connectivity.

Shift

Shifting travel choices to more sustainable modes of transport, including public transport, walking, and cycling, away from car use.

Improve

Improving the energy efficiency of vehicles and operational efficiency of roads through technology improvements

DIAGRAM: To show the Avoid Shift Improve

Thorough modelling of "influencing factors that can have an impact on decarbonising our transport network, it has shown that there is no single intervention which can achieve the scale of reduction in vehicle use required. Of the measures tested, Avoid measures (improved digital connectivity, spatial planning) and demand management (pricing strategies and physical measures) have been found to have the greatest influence.

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At the strategic level, individual measures have then been packaged together and tested against our target and the CCC pathway aligned to Net Zero target for 2050. Analysis shows that an ambitious programme of realistically deliverable interventions should achieve the Combined Authority target but will still leave a residual gap in cumulative emissions against the CCC pathway. Where appropriate, we will consider, develop, and implement a range of measures including those outlined in the table below:

Intervention	Type
Online services / Substitute trips	Avoid
Area wide Road User Charge	Shift
Carbon based Road User Charge	Shift
Demand Management (Access and capacity constraints)	Shift
Reduced Public Transport fares	Shift
Mass Transit	Shift
WPL	Shift
Parking pricing strategies	Shift
Ultra-low emissions buses	Improve
Rail line reopening	Shift
Rail frequency and capacity Improvements	Shift
New rail stations	Shift
Demand Responsive Transport (DRT)	Shift
Bus priority measures	Shift
Mobility hubs and improved modal integration	Shift
Bike/e-bikes/e-scooter hire schemes	Shift
Cycle infrastructure	Shift
Improved pedestrian facilities	Shift

Demand Management
Active Travel
Public Transport
Technology / Innovation

INSERT DESCRIPTION: TABLE SHOWING INTERVENTIONS

AVOID

Need to travel

The easiest and most effective way of reducing the impacts of business travel is to provide alternatives to travel. With this in mind, we will support the development of, and ensuring fair access to, online options for education, training, and employment as well as access to goods, services, amenities, and social connections that are key to reducing the need to travel. There is clear value in in-person social interaction, and we do not wish to restrict opportunities to travel, however there are a range of options where we can support those who wish to free up the time and cost associated with travel.

COVID-19 has demonstrated the role that digital connectivity can play in enabling many people to work and connect with others remotely and the crisis accelerated the pace of digital adoption in organisations and businesses across many sectors. It showed that digital transformation can help reduce the need to travel through remote working and enable businesses and people to access services and networks online.

Changes in working patterns during the pandemic have resulted in demonstrating the potential of home working to reduce commuter travel and associated emissions. We recognise that home working will not be feasible for many job roles, nor will not be practical for those who lack home environments suitable for work. However, we will look to reduce the need to travel wherever possible with our Planning Authority partners and stakeholders to enable people to live locally and travel less.



DIAGRAM – similar to above on “live locally, travel less”

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There are a number of actions which we can support in order to realise the benefits on everyday lives as a result of a reduced need to travel and these include:

- Journeys short enough to be made on foot and by bicycle.
- Local services which can be reached on foot, by bike, by local public transport and by those without cars.
- A wider range of local services and amenities because the population is sufficient to support them.
- More vibrant town and neighbourhood centres.
- Freedom from large, traffic-generating developments which undermine local services.
- Increased rates of walking, cycling and public transport use and decreased car use, in line with transport, health and urban improvement objectives.

Distance travelled

Alongside more walking, cycling, public and shared transport use, reducing the need to travel and distances travelled plays an important role in tackling private vehicle use whilst improving choice and opportunities for all. This will be delivered in two primary ways.

Firstly, through the effective planning of services so that they are within easy and accessible walking distance for our residents and users. Where appropriate and with the support of the local community we will develop and implement 20-minutes neighbourhoods.

Secondly, we will reduce the need to travel by improving digital connectivity (including full fibre broadband, 4G and 5G mobile data connectivity). This will help to reduce the need to travel by providing residents with the ability to work, shop and access services such as medical appointments from home. In doing so we can reduce the number of trips made by car, improving air quality, and creating more welcoming places for people to walk and cycle. England's Economic Heartland predicts that if people who used to commute by car continue to work from home for two days per week, between 10% to 12% of peak hour traffic would be removed.

Flexible working patterns may also help to spread travel demand peaks, helping to manage the impacts of proposed growth on the transport network. When travel is required, digital connectivity is important for supporting Connected and Autonomous Vehicles (CAV) that need 5G connectivity to safely navigate our highways. In addition, connectivity improves the journey experience as it allows the more convenient use of mobile phones for navigation, real time journey information and the booking tickets.

Through the integration of full fibre infrastructure across our region (within our homes, offices, highways, signage, street furniture, public buildings, and medical facilities) would benefits our residents by:

- Increasing our ability to work from home, reducing the need for commuting and transport costs;
- Providing integrated real-time public transport information;
- Allowing traffic sensors to capture data leading to safer and more efficient journeys; and
- Continuing to attract high tech businesses to invest in the area due to good connectivity.

We will work with local partners to develop and implement accessible local community hubs where a range of services, activities, and opportunities are provided, which will lead to greater social cohesion and reduce the need to travel.

Remote working

Remote working reduces the need for residents to travel and so reduces the number of private vehicle trips, particularly at peak times. This will contribute to delivery of net-zero carbon aspirations, improve air quality and free up road space for walking and cycling.

Since the COVID-19 pandemic we have seen the rapid growth in flexible and remote working as this demonstrated the capability for many people to work from home or local hubs. It is expected that there will continue to be a growth in the proportion of people working remotely compared to 2019 levels.

We recognise that not everyone can work from home and there always be some residents who need to travel to work by private car or van. They will be supported by this plan through the reduction car trips and associated congestion via our proposed policies and interventions as outlined in the LTCP.

Reducing the number of vehicle journeys will improve air quality and create more relaxing and welcoming streets. It will also help to improve road safety and free up road space for walking and cycling. Remote working may also reduce the need for car ownership, which helps to free up space for other uses like green and communal space and will allow current parking to be repurposed. as it becomes less needed.

SHIFT

Active Travel

This plan sets out our commitment to delivering a clear package of policies, investments, and interventions in order to deliver on the government's commitments within Gear Change, so that by 2030 at least half of all journeys in our towns and cities are walked, wheeled, or cycled. Through our programme of targeted interventions and a LTCP vision-led approach, this Plan aims to prioritise active travel and improving accessibility and connectivity for non-motorised transport where appropriate.

In line with the government's revised *Manual for Streets*, our investments will be focused on creating environments that make walking, cycling, wheeling, public transport, and other new forms of mobility the natural first natural choice for journeys, thereby providing people with a real alternative and choice. Through the promotion of behavioural change and a renewed focus on active travel investments this will provide a genuine modal choice and support sustainable growth by improve outcomes for health and wellbeing and the environment.

Policy intervention topic: Encouraging a switch to active travel

Introduction

Active travel is important to all of us. Even the shortest of journeys from our front door will usually involve a walk, wheel, or cycle for most of us. They become an integral part of longer trips too, especially when part of a journey by other sustainable forms of transport such as bus or rail. Given that we are all 'active travellers' to a greater or lesser extent, it is perhaps surprising that the design of places has so often seemed to prioritise the needs of vehicles over the needs of people, creating barriers that discourage people from walking or travelling by non-motorised transport.

We must increase the number of journeys walked or wheeled. The argument is compelling as it contributes to almost all of our objectives for this plan as well as all the Government's national priorities. Of all modes of transport, active travel is the least detrimental to the world around us as it uses the least of the earth's resources, whilst polluting the least. Yet, its contribution to wider policy areas is significant.

We are an increasingly sedentary society and the consequences cost the NHS millions of pounds each year and affect the quality of life of so many people. By embracing active travel in our daily lives, we can easily increase the amount of exercise we get, which in turn helps to improve a range of health outcomes.

When it comes to the uptake of active travel across the region, there are large disparities between areas in terms of the number of journeys travelled and consequently the scale and type of interventions that are needed to significantly increase the amount of walking, wheeling, and cycling.

Historically, Cambridge has a proud tradition of active travel. The city is unique in this country in having a very significant level of cycling, with the 2011 Census revealing that 29% of journeys to work were made by bike. The topography of the area lends itself to cycling and where safe infrastructure is provided there is strong evidence that people will commute much further by bike than traditionally assumed. Different types of bikes, such as e-bikes and cargo bikes, are also expanding the range and nature of trips that people are making.

Conversely, elsewhere in the region, rates of walking and cycling are more in line with national averages, especially in rural areas. Despite the topography of the area being ideal for cycling, the lack of road space allocation, poor carriageway condition, perceived and real concerns around safety, lack of connectivity (especially in our rural areas) and conflicting needs of different roads users are among the reasons given as to why people travel by private car rather than active travel modes.

Without investment in active travel infrastructure, travel by these modes will remain an unattractive option/alternative. This can create a vicious cycle of fewer trips being made by active travel modes, and more being made by private car, contributing towards greater levels of congestion from shorter car trips, a deterioration in local air quality and missed opportunities to improve the health of our local communities. Yet there is clearly an appetite across the region to use active travel more often as part of our daily lives as figures from the pandemic demonstrate. Across Peterborough and all districts outside of Cambridge city, there was an increase in cycling, showing that when the conditions are right, people will swap their cars for active travel modes. Therefore, the challenge for us is to recreate those conditions whereby walking, wheeling, and cycling is the obvious and easiest mode of choice for many more trips than at present.

It is essential to make cycling a natural first choice for everyone and therefore it is important that we make it simple to access a bicycle. The availability of shared bicycles and e-bikes will help to make cycling a convenient option for all residents. Simple, low-cost access to e-bikes will also open this mode up to a wider range of people, including those with disabilities.

All sections below will include the information summarised as per this Active Travel Section

You said:

"Overall stronger emphasis on active travel. Inclusion of the connection of high-quality public realm with high levels of walking and cycling being an attractor to businesses, and therefore part of the economic growth agenda" (ref CCC response)

"Needs more firm commitment to the role of active travel for rural areas." (ref Hunts DC response)

Evidence

Need to add Evidence base

Commented [TB13]: To be updated ahead of publication – see Evidence section

Description of an appropriate graphic to be developed

Diagram to include Road User hierarchy and Healthy Street indicator

Policy good practice

- Histon Road
- Fendon Road/Mowbray Road roundabout
- Bus stop bypasses
- North west Cambridge development

Commented [TB14]: To include examples of good practise across the region – some potential examples given

Policy statements:

1. This Plan recognises the important link between people and place and the benefits that a high-quality public realm that encourages high levels of walking and cycling can bring to the local economy as well as benefiting the environment. We will support interventions that contribute to making active travel the obvious first choice for most short trips, or as

part of a longer trip by other forms of sustainable transport. This investment in world-class Dutch-quality walking and cycling facilities will include a network of segregated cycleways across our region, designed to accommodate a wide range of non-motorised users including horse riders and carriage drivers. In addition, we will support measures that improve and enhance the public realm and that prioritise pedestrians and non-motorised users over vehicles. The principles of Healthy Streets and the indicators identified within this approach will form our framework for future plans and investment priorities. Measures will be tailored to the individual location as what works in one place will not necessarily be appropriate for another. A range of tools exists that can achieve this and may include interventions such as 20mph zones to reduce vehicle speeds, road space reallocation, and modal filters.

2. We will work with partners to investigate, develop, and implement appropriate Low Traffic Neighbourhoods (LTNs) across the region to reduce motor traffic, and in doing so, reduce air pollution, noise pollution and road accidents. In addition, they will make the character of residential streets more pleasant, inclusive, and safer for people to walk and cycle, whilst creating spaces to play and socialise. Buses would be appropriately routed to provide improved connectivity thereby reducing traffic levels and helping to connect people to local amenities. In addition, we support the idea and appropriate implementation of 20-minute neighbourhoods and the implementation of these will be assessed across our region. These will ensure that within urban areas a complete, compact, and connected neighbourhood is provided, where people's everyday needs can be met within a short walk or cycle. As a result of successful implementation, appropriate 20-minute neighbourhoods and LTNs can boost local economies, improve health and wellbeing, increase social connections within our communities, and help to tackle climate change.
3. Active travel measures have the potential to create more inclusive communities, so that people do not need to be able to afford to run and/or have access to a private car in order to access key destinations and opportunities for work, education, leisure, or services. The active travel infrastructure itself needs to be inclusive through consideration being given to the needs of the wider range of non-motorised users (NMUs) such as wheelchair users, mobility scooters, pushchairs, adapted cycles, e-cycles and cargo bikes. Whilst the focus of this Plan is on utilitarian walking, wheeling, and cycling journeys, it is recognised that these can overlap and sometimes conflict with those being made for leisure purposes or to access the wider public rights of way network, especially outside built-up areas. A key focus of our strategy will be the investigation, development, and implementation of key connections within our rural environment to ensure that active travel is a feasible and safe option. In addition, improvements to the public rights of way network itself are set out in the Rights of Way Improvement Plans (ROWIPs), any new or enhanced active travel infrastructure must protect and consider the needs of those walking, cycling and horse riding as a leisure, recreational or commercial activity from the outset of the project.
4. New developments provide real opportunities to embrace and proactively promote and encourage active travel. When people undertake a major lifestyle change such as moving to a new house or job, it can be the catalyst for trying something new or rethinking entrenched behaviours. To capitalise on this and to ensure that active travel is the obvious mode of choice for shorter journeys, high quality infrastructure must be provided from the outset. The principles outlined in the *Manual for Streets*, *LTN1/20*, the *Cambridgeshire Active Travel Design Guide*, and the emerging *Active Travel Toolkit* for New Developments must be reflected in new developments. It is important that the different needs of pedestrians and wheelers are considered separately to those of cyclists and that internal networks are designed to be coherent, direct, safe, comfortable, and attractive. We will work with our District and City Council partners to ensure that

appropriate active travel routes are safeguarded within Local Plans.

5. Where existing highway infrastructure is being maintained or improved, either by our Local Highways Authorities or by National Highways, it is expected that opportunities will proactively be sought to improve or enhance the provision for active travel. Where new infrastructure is being delivered, be it highway, rail, or busway, it is expected that parallel provision for active travel and non-motorised users (NMUs) is planned for from the inception of the project, and opportunities sought to connect with existing provision. Any severance in our existing provision, including for NMUs, must be addressed in the planning of the scheme to ensure that coherent networks are maintained and enhanced.
6. In creating more conducive environments for people to walk, wheel and cycle it is reasonable that people want assurance that the places they need to get to are well connected, safe, direct, and pleasant to use. It is recognised that current provision varies across the plan area with a very well-developed network in Cambridge and its immediate hinterlands, meanwhile our rural areas are not as well developed, primarily due to low population densities, lack of viable on-carriageway solutions and higher costs due to longer distances. Despite this, consultation feedback has consistently demonstrated an appetite for active travel in rural areas. The *Cambridgeshire LCWIP*, *Peterborough LCWIP*, *Cambridgeshire Active Travel Strategy*, and district-based Transport Strategies give greater detail on the nature and location of specific improvements.
7. In rural areas, the priority will be to provide new or improved connections to key services in towns and villages, employment centres, transport hubs and places of education which are within walking or cycling distance. Around Greater Cambridge, priority will be to improve links from outlying villages to places of education, transport hubs and connections between and to the Greenways. The focus will be on providing routes segregated from traffic or modal filters to reduce traffic volumes where appropriate alternative routes exist. Where highway space is insufficient for segregation private land will be sought along field edges.
8. In urban areas, expansion of the cycling network will focus on filling in the gaps, removing barriers and identifying new routes to create a safe, convenient, direct cycle network linking to education, employment, public transport hubs, shops, and other services. Improvements will include improving junctions, provision of segregated facilities, speed and traffic reduction measures along main radial and orbital roads, widening existing or providing new paths and removing or designing out the need for physical barriers.

Possible statement around school journeys

Possible statement around behaviour changes and softer measures, incorporating bike training, information availability etc

Indicator/s

- Number of trips undertaken on foot or by bike
- Increase the percentage of short journeys in towns and cities that are walked or cycled to 50% in 2030 and to 55% in 2035
- 55% of primary school-aged children to walk to school by 2025

Links to relevant policies and documents:

- Gear Change – a bold vision for walking and cycling (2020)
- Second Cycling and Walking Investment Strategy (2022)
- LTN1/20 Cycle infrastructure design (2020)
- Manual for Streets

Commented [TB15]: Additional policy statement to be included around school journeys, behaviour change and softer measures (training, information, and availability)

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Commented [TB17]: Presented in a graphical format

- Draft Cambridgeshire Active Travel Strategy (2023)
- Cambridgeshire Local Cycling and Walking Infrastructure Plan (2022)
- Peterborough Local Cycling and Walking Infrastructure Plan
- East Cambridgeshire Cycling and Walking Routes Strategy
- Fenland Walking, Cycling and Mobility Aid Improvement Strategy
- Cambridgeshire Rights of Way Improvement Plan
- Peterborough Rights of Way Improvement Plan (2016)
- Healthy Streets
- Highway Code update

This policy intervention **contributes** to the following local objectives:

- Housing
- Employment
- Business and Tourism
- Accessibility
- Health and Wellbeing
- Air quality
- Safety
- Environment
- Climate Change

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This policy intervention contributes to the following national **priorities**:

- Growing and Levelling up the Economy
- Improving Transport for the user
- Reducing Environmental Impacts

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Public Transport

Policy intervention topic: Encouraging a switch to public transport

Introduction

To successfully meet the vision and goals for this Plan it is important that we deliver an integrated public transport network. This includes:

- Accessible, affordable, reliable, safe, and frequent public and community transport; and
- Integrated and seamless interchanges between modes.

We want to encourage shift from the private car to public transport (and active travel modes) thereby reducing 'car dependency' and helping to meet net zero and our target of reducing traffic levels by 15%. A shift away from a car to bus or train (and active travel) makes more efficient use of the available space on the network, as well as offering the opportunity to move higher numbers of those wishing to travel and to do so on vehicles with cleaner and more efficient emission standards, such as electric and alternative fuelled buses and trains.

Diagram to show space of public transport and number of cars that would be needed.

Each district in our area has their own characteristics and requirements and offer different levels of public transport currently. You can find view our proposals for each area here:

5 links to local sections: East-Cambs Fenland Gtr-Cambridge Huntingdonshire P'boro

Commented [TB20]: To be presented in diagrammatic form

Commented [TB21]: Presented in a graphical format

Interchange

The first and last mile of any journey is primarily completed on active travel, and therefore we will work with partners such as Active Travel England to ensure that there is seamless and integrated interchange between modes and passenger transport. This includes examining ways to improve waiting facilities so that they are high-quality, safe, comfortable, and resistant to inclement weather and are compatible with active travel modes. We will investigate options for locating new interchange facilities and travel hubs in areas which maximise modal shift on to public transport.

Buses

Buses form a fundamental component of our transport network, allowing people to access key services and employment opportunities, which is so key for our economy. We will improve our public transport offer by developing and delivering the most appropriate financial and operational framework for buses. We want to create a virtuous circle: increasing usage, with reduced operating costs so better services can be sustained without a permanently higher per-passenger subsidy.

Our ambition is to see Cambridgeshire and Peterborough at the forefront of excellent public transport provision. We aim to transform bus travel – offering high levels of convenience and connectivity – not just in our urban areas, but across the entire region, including rural areas and market towns; something not seen on such a scale anywhere else in the UK. We will deliver a fully integrated bus network, serving the needs of the region. We want to make journeys quicker, cheaper, and more reliable, delivering attractive, environmentally friendly

services across our area. To do that, we need to improve the whole journey, ensuring off-bus infrastructure and services complement the on-bus travel experience. We want to totally transform the image of bus travel, so that people feel good about using buses.

Better bus services will benefit everyone. They will provide easier access to education, training, and employment opportunities, as well as the ability to reach a wider range of shopping and leisure facilities. Equally, they will provide a real alternative to using the car.

In using the bus, people will be championing a response to the climate emergency and the achievement of a fairer society.

The recently adopted *Cambridgeshire and Peterborough Bus Strategy* sets out the ways in which we want to make bus travel more convenient, very attractive and easy to use, such that it becomes the obvious way to make a journey. This means improving every aspect of the current service, building on the strong foundations already in place, including the Busway, Cambridge Park & Ride, and demand responsive TING service.

We need to do much more to improve our bus network and address some key challenges that have been highlighted in local public engagement exercises over recent years:

- Bus services do not offer a practical option for many journeys because they are not valuable, do not go to the right places at suitable times, or are too infrequent.
- They may not be co-ordinated to connect with other services and are perceived as being unreliable and offering no advantage over the private car.
- Considered expensive by many and not value for money.
- The attractiveness of bus travel is hampered by inadequate information, difficult to understand timetables, complex fares, and variable standards of services.
- Poor reliability – 65% of bus users want to see more reliable bus services, followed by more frequent services and faster bus journey times.
- Inconvenience – 58% of non-bus users cited inconvenience as the reason for not using the bus, seeing cars as a faster and cheaper way to travel.

Success in achieving this Plan's vision will mean more travel by bus and less reliance on car travel. This in turn will help us maintain economic growth, care for the environment, and improve quality of life. To realise the vision, the Bus Strategy seeks to achieve the following:

- A comprehensive bus network, better connecting people to places across all parts of the region and beyond.
- Buses are part of a fully integrated and planned transport system.
- A more affordable network, with simplified fares and capping across the network.
- A transition to new, low emission vehicles, providing all the benefits of modern bus travel.
- A more understandable bus network, services, and fares, with clear information at all stages of a journeys and easy ticketing.
- Faster and more punctual journeys by bus, delivered with more, effective bus priority measures.
- High quality passenger waiting facilities. Good quality services with high levels of satisfaction amongst customers.
- A doubling of bus passengers (based on 2019/20 levels) by 2030. Less traffic and congestion by attracting car users to buses.

- Better bus infrastructure, including bus shelters and widespread real time information coverage.

Achieving these outcomes will rely on the delivery of a programme of evidence-based interventions across the Cambridgeshire and Peterborough geography. Bold decisions will be needed, backed by a steady, consistent, and determined approach to delivering a better bus network for all. Significant capital and revenue funding sources will need to be identified from various sources to realise our ambition.

Working with partners, we aim to deliver an enhanced bus network, both in existing areas and at our new settlements, with more reliable, faster, and more frequent services that opens up access to employment, education and services and becomes the natural choice for many more people. Our Bus Strategy and Bus Service Improvement Plan (BSIP) will aim to ensure that everyone should have the opportunity to travel; their chances in life should not be constrained by the lack of travel facilities open to them.

This Plan supports the work of the Greater Cambridge Partnership, who are developing their 'Making Connections Project'. This aims to provide a competitive, comprehensive public transport network and reduce traffic levels in and around Cambridge city by 10-15% on 2011 levels in order to improve journey times and reduce pollution.

Demand Responsive Transport (DRT)

We recognise that we have vast rural and less accessible areas where existing bus travel is sparse or even non-existent. We will look to tackle this by expanding the bus network into rural areas where this is possible and delivering Demand Responsive Transport (DRT) in other areas.

We launched TING (our new on-demand bus service) in October 2021 to support rural communities across the western part of Huntingdonshire. The 'Uber' style bus service is operated by Vectare with the aim to increase accessibility across the area, especially without having to rely on the private car. The TING branded fleet of single deck vehicles, provide an overlay service, and operate in addition to the existing bus services currently running across the area. The six-month trial has been extended to provide a viable public transport option to increase accessibility and to get people out of their cars and supports its plans to help the region meet the 2050 Net Zero target. Following a thorough assessment of the TING and a network review, we will look to roll out the Demand Responsive Transport network across the region in a phased, prioritised approach in the most appropriate areas across the region.

Rail

We will promote a range of schemes to help encourage and accommodate this trend and continue to work and lobby rail operators to improve services for users and facilitate interaction with the community via local Rail User Groups.

We will also promote new railway stations in the region, including Cambridge South station, the construction of which would provide much needed additional capacity near the Cambridge Biomedical Campus. Where new stations are required to facilitate new development, we will also support Local Planning Authorities in ensuring these are delivered in line with local and national government policies.

We support delivery of new rail links, such as East West Rail that will transform public transport connectivity along the Oxford to Cambridge corridor. A link connecting Wisbech, and its surrounding hinterlands will be progressed and delivered as this would improve public transport connectivity and allow the area to truly meet its potential through the provision of greater accessibility.

In addition, we will continue to support, lobby, and promote nationally significant rail improvements such as Ely Area Capacity Enhancements (EACE) and Snailwell Loop scheme will enable more frequent services and make journeys quicker for passengers, whilst improving the potential for greater freight movements.

We will investigate the potential reopening of the rail line between March and Wisbech that would bring greater employment, educational, retail and health opportunities and housing growth. As this scheme is developed, we will examine the use innovative technologies to deliver the most appropriate solution.

Policy statement:

Our affordable, public transport network will promote social inclusion, with four key factors being considered: it must be available, accessible, affordable, and appropriate.

'Greening the fleet'

As well as achieving reductions in vehicle mileage and shifting journeys to sustainable modes such as active travel and an affordable public transport, it is crucial that we ensure our public transport offering is leading the way on the use of alternative fuels, to tackle our net zero and air quality targets. 'Greening' of public transport vehicle fleets and improvements to transport infrastructure to enable easy uptake of low emission transport modes.

We will work with local partners to develop a charging network for electric vehicles (EVs); improving public transport through new infrastructure, bus reform and network improvement and replacement electric buses.

The Greater Cambridge Partnership recently funded two electric buses in Cambridge to understand and examine their operation on the local network. The P's Smart Cambridge workstream also supported a project trialling the use of autonomous shuttles running between Maddingley Park & Ride and the West Cambridge site.

Overall, there are around 350 buses operating on the urban and interurban bus network across the Combined Authority area. We and our partners have successfully secured funding from Zero Emission Bus Regional Areas allocation that will enable us to replace 10% of the most heavily polluting fleet with the electric vehicles entering into operational service in 2023. The bid aligned with our vision to develop and implement a rolling programme to replace 30-35 buses a year across the region to decarbonise the entire network affordably, progressively, and systematically. By funding electric bus charging infrastructure in the region now, we are starting to remove a significant barrier to operator transition to zero emission vehicles by our local bus.

You said

“The draft LTCP has a strong focus on transporting people between towns and cities; however, the needs of older people may not be to travel between towns and cities but to travel within them. We would like to see a much stronger focus on addressing the rural transport needs of the region.”

“The LTCP should include a commitment to work with local authorities and other stakeholders to improve rail connectivity and services across the area.”

Evidence

To be updated

Description of an appropriate graphic to be developed

To be updated

Policy good practice

To be updated

Policy statements:

To be updated

Indicator/s

To be updated

Links to relevant policies and documents:

To be updated

This policy intervention contributes to the following local objectives:

To be updated

This policy intervention contributes to the following national priorities:

To be updated

Commented [TB22]: To reflect similar to Active Travel Section and presented in diagrammatical form

Future Mobility and Shared Modes

Policy Statement – Future Mobility and Shared modes

Introduction

We will invest in future mobility across the region. It is our desire to deliver a step change in mobility across the region that is firmly focused on local needs, places, and people; providing significant benefit for all, especially those within our hardest to reach communities that could be left behind as technology moves forwards.

Technological advances in mobility will reduce our dependency on single occupancy car journeys through the creation of a connected and integrated transport system. Emerging technologies will promote easy navigation and transition between sustainable transport modes using density and critical mass to support and sustain public transport solutions. Therefore, we will continue to explore the role that new technologies can have in catering for first and last mile trips, such as e-scooters and e-bikes, and how best these initiatives are integrated seamlessly into our overarching transport network.

In addition, there is an opportunity to use new and developing technologies to help improve freight deliveries, including initiatives such as consolidated delivery hubs and the facilitation of more sustainable last mile delivery options.

It is expected that the future of mobility will be revolutionised through the introduction of autonomous vehicles which use artificial intelligence, cameras, and sensors to detect their surroundings and to navigate and avoid obstacles without the need for human input. In the same way that electric vehicles require an appropriate charging infrastructure to make their roll-out a reality, autonomous vehicles need good mobile coverage to operate effectively. As part of the Plan's digital policy, we will work with partners to expand and improve our mobile coverage.

You said

"It would be helpful to include a behaviour change section which mentions in more detail Mobility as a Service (MaaS) and Journey Planning".

"Meeting the growing demand for fast deliveries of goods and services in a way that avoids negative impacts. Numerous vehicles pulling up at the kerb to make deliveries has an impact on the public realm, public safety (conflict with pedestrians and cyclists) and the quality of life of people living and working in the area, adding unnecessarily high levels of congestion, pollution, and environmental impacts."

Evidence

To be updated

Description of an appropriate graphic to be developed

To be updated

Policy good practice

To be updated

Policy statements:

To be updated

Indicator/s

To be updated

Links to relevant policies and documents:

To be updated

This policy intervention contributes to the following local objectives:

To be updated

This policy intervention contributes to the following national priorities:

To be updated

Commented [TB23]: To reflect similar to Active Travel Section and presented in diagrammatical form

Freight

Policy intervention topic: Freight

Introduction

The country's and region's freight should be economically efficient, reliable, resilient, and environmentally sustainable and its needs considered alongside those of other users. This Plan sets a clear plan for freight operators that is consistent with the objectives set out in the Future of Freight plan.

Our communities depend upon regional, national, and international connectivity to drive economic prosperity. We must therefore ensure that our businesses are connected sustainably to the main transport hubs, ports, and airports. However, we also recognise the many challenges that moving goods and freight between hubs, businesses and homes brings, and we will look to ensure that this is done in a safe, efficient, and sustainable way.

We will encourage the sustainable distribution of goods through minimising road-based travel and the associated environmental impacts of road haulage. It seeks to maintain economic efficiency and help improve the quality of life for the residents of the region by reducing the environmental impact of freight movement and reduce the impact of HGVs on inappropriate routes e.g., through residential neighbourhoods and areas with weight restrictions.

The freight system helps meet the UK's most essential needs: it supplies food to supermarkets and fuel to petrol stations, carries medical products to hospitals, and delivers letters and parcels to homes and businesses. The freight system plays a vital role in supporting economic activity: it transports raw materials and intermediate products to factories, goods to ports and products to retailers, supporting manufacturing, exports, and consumers.

Policy statement

A key priority for the LTCP is to shift goods and freight movements on to more sustainable modes of travel. Encouraging all those involved in moving goods and freight to use Alternative Fuelled Vehicles will be a priority.

We will look to utilise a first/last mile strategy for deliveries. Electric last mile delivery vehicles are increasingly desirable but important to balance sustainability and environmental consciousness whilst lowering fuel bills and significantly less vehicle maintenance. Therefore, we will work with partners to actively encourage the more sustainable first/last mile delivery strategy is implemented within our cities and urban centres, wherever possible.

We will support infrastructure and signalling enhancements to improve rail freight capacity, taking freight off the road network, and moving it across the region more sustainably. These interventions will ensure that goods continue to flow freely into and out of the region, allowing trade and local businesses to flourish. We will work with neighbouring Local Authorities and partners to look at schemes and initiatives that improve access to London Stansted and London Luton Airports.

Rail improvements such as Ely Area Capacity Enhancements (EACE) and Snailwell Loop schemes within our region and Haughley Junction in Suffolk will enable more frequent services

and make journeys quicker for passengers, whilst improving the potential for greater freight movements.

We also recognise that road freight, both strategic and local, continues to play a huge role in our region and to that end, we will aim to make this more efficient, safer and to shift this to more sustainable fuelled vehicles. For example, we are currently working in partnership with National Highways to assess the viability of dualling the A47 that would significantly improve east-west movement. We will continue to work with England's Economic Heartland to understand the complexity of movements in and through the Oxford-Northampton-Peterborough corridor and promote the appropriate schemes that emerge from this study.

In addition, we will work with partners to deliver more and better overnight parking and stopping facilities for drivers of HCVs. Through collaborative working with our partners, we will look to locate freight distribution centres in areas that facilitate more sustainable and effective movements. Our position in relation to freight will be further enhanced through the development of Quality Freight Partnerships.

Given freight's role as a major road network user, improving freight operations will help reduce conflicts with other modes of transport, pedestrians, and cyclists. Therefore, safety remains a fundamental consideration for freight and the movement of goods. We will continue to work with partners, particularly the Local Highway Authority, to ensure road freight moves on appropriate routes, utilising appropriate route mapping to reduce conflicts between HGVs, HCVs and other road users, particularly vulnerable users.

- We will continue to work with partners to develop and implement an appropriate Freight Strategy for the whole region. This will consider the efficient movement of goods and services, whilst balancing this with the needs of the local community and environment. Through this Strategy, we and our partners will:
- Identify hotspots where enforcement is needed and use the information to influence the industry and the Police on education and enforcing restrictions;
- Understand the region's agricultural traffic movements and how these can be better accommodated to reduce their adverse impact on the transport network;
- Encourage freight operators to use specialised satellite navigation systems that produce specialist information for HCV drivers;
- Support constituent Councils in securing lorry parking facilities across the region and encourage developers to provide safe, secure lorry parks at strategic points across Cambridgeshire and Peterborough, especially along the strategic routes and in towns and development with a high generation of HCV traffic;
- Reduce the number of vehicle journeys and thereby the carbon emissions and other pollutants which can be directly detrimental to human health. This will include support for the concept of 'secure freight consolidation centres', last mile delivery and alternative fuelled vehicles where appropriate;
- Supporting constituent Councils and partners to manage deliveries within towns and cities, such as maximising deliveries during the off-peak period and encouraging last mile deliveries by cargo bikes other sustainable modes;
- Liaise with Planning Authorities to identify and investigate freight issues and bring together spatial planning, freight transport and transport planning interests; and
- Seek funding from new and innovative sources to help us deliver our priorities to develop a fit-for-purpose freight network that allows Cambridgeshire and Peterborough to grow and prosper with due regard for a sense of well-being overall.

The deliverables of the Freight Strategy will be monitored and updated on a regular basis to ensure that the changing demands of the freight sector are considered and subsequently examine how new, emerging initiatives can be utilised.

You said

“Encourage a shift from road-borne freight to less environmentally damaging modes such as rail.”

“Meet the growing demand for fast deliveries of goods and services in a way that avoids negative impacts. Numerous vehicles pulling up at the kerb to make deliveries has an impact on the public realm, public safety (conflict with pedestrians and cyclists) and the quality of life of people living and working in the area, adding unnecessarily high levels of congestion, pollution, and environmental impacts. “

“Work with delivery/logistics operators to integrate first-mile pickup and last-mile deliveries.”

Evidence

To be updated

Description of an appropriate graphic to be developed

To be updated

Policy good practice

To be updated

Policy statements:

To be updated

Indicator/s

To be updated

Links to relevant policies and documents:

To be updated

This policy intervention contributes to the following local objectives:

To be updated

This policy intervention contributes to the following national priorities:

To be updated

Commented [TB24]: To reflect similar to Active Travel Section and presented in diagrammatical form

Demand Management

Policy intervention topic: Demand Management

Introduction

If we are to meet the challenge of climate change in a meaningful and effective way and meet our local target of reducing the number of vehicle kms by 15%, we need a radically rethink about how we use road space and its allocation between different competing modes. Demand needs to be managed appropriately to enable us to meet our local objectives as well as national priorities and give greater priority to active travel and public transport.

If we are to achieve our vision, there will also be situations where it is necessary to actively discourage private car use. This may include consideration of demand management measures to help tackle local traffic and the associated issues. Travel Demand Management (TDM) is an umbrella term for the application of strategies and policies to reduce travel demand, or to redistribute this demand in space, mode or in time. TDM measures could include traffic reduction schemes, traffic filters, road user or congestion charging, workplace parking schemes, changes to the availability or price of parking and low traffic neighbourhoods.

An effective TDM plan is based around four key pillars: the creation of capacity; the provision of genuine alternatives through a safe, integrated network; network management; and travel behaviour change solutions.

The use of a package of TDM measures can bring forward a number of benefits to the local community and their use will be investigated in specific locations across the region. It is essential that when any TDM project and associated measures are developed, due consideration is given as to whether they are appropriate to the environment, communities whilst considering localised demographics, challenges, and issues.

For any TDM to be successfully implemented, it is important that the following success factors are taken into consideration:

- Level of support and endorsement from public sector partners to provide the relevant leadership;
- A clear definition of the problem to understand the size of the challenge in the local environment;
- The provision of a range of alternative travel options;
- Due consultation and engagement when shaping the appropriate TDM scheme for the local environment;
- Quality of information provided to the audience must be of the highest quality, thereby ensuring trust and credibility in the process is maintained;
- Time and resources available to implement the programme; and
- The ability to track and monitor your impact, thereby able to make the necessary changes as lessons are learnt at the local level.

Any decisions on the mix of TDMs that might be deployed across the region, the relative priority accorded to such interventions and their potential timing, will depend on the effectiveness of the policy levers in achieving the goals and outcomes of the strategy and other considerations. Any proposals in the longer term for demand management would be

subject to full public and stakeholder consultation, allowing the decision makers to consider public attitudes alongside other salient factors before concluding.

You said

"Needs to be more of an acknowledgement that building to LTN1/20 compliance will need a complete rethink about how we design and build; road space reallocation away from motor vehicles needs to become the norm." (ref Sustrans)

"Recognise that improvements on the network are needed but would like reassurance that private car use is restricted to enable walking, cycling and public transport journeys to flow seamlessly." (ref University of Cambridge)

"Building new roads is not the answer to our transport problems. Where projects are being proposed to increase road space that any additional space is reallocated to improve facilities for walking, cycling and public transport as well as enabling freight to move more efficiently." (ref University of Cambridge)

Evidence

To be updated

Description of an appropriate graphic to be developed

To be updated

Policy good practice

To be updated

Policy statements:

To be updated

Indicator/s

To be updated

Links to relevant policies and documents:

To be updated

This policy intervention contributes to the following local objectives:

To be updated

This policy intervention contributes to the following national priorities:

To be updated

Commented [TB25]: To reflect similar to Active Travel Section and presented in diagrammatical form

Improve

Alternative Fuels

Policy intervention topic: Use of alternative fuels

Introduction

The transport network needs to be resilient and adaptable to climate change. It is recognised that the transport network does not always function flawlessly and is subject to internal and external stresses (human and environmental disruptions) that can cause delays. We must therefore make the transport network resilient and adaptive to human and environmental disruption.

To successfully meet our climate change objective, it is important to minimise the impact of transport and travel on climate change. We understand that climate change, a global issue, requires interventions at the local level. By committing to a target of net zero carbon by 2050, the region must be at the forefront of driving reductions in emissions from the transport sector. We and our constituent Councils signed up to the recommendations outlined in the Cambridgeshire and Peterborough Independent Commission on Climate Report and this Plan aims to provide the framework to allow for appropriate and timely progress.

Active travel and the use of public transport have a significant positive environmental and societal impact there will be a need for the car, especially within rural areas where public transport may not be accessible, switching to an ultra-low emission vehicle (ULEV) will significantly reduce environment impact and be part of a wide range of tools to help us to achieve net zero.

Electric vehicles require appropriate infrastructure, such as charging points, before they become a viable transport option. The more urban areas of South Cambridgeshire, Cambridge and Peterborough all have charging point numbers broadly in line with the national average, while the more rural areas of East Cambridgeshire, Huntingdonshire and Fenland have numbers significantly below the national average. If widespread roll-out of electric vehicles is to become a reality across the region, a concerted effort will be needed to provide better charging provision across its geography, not only in more urban areas.

There are several barriers to uptake of EVs and hydrogen vehicles in Cambridgeshire and Peterborough and nationally, including:

- A lack of charge points – at home, at destination locations and on the strategic road network.
- Grid constraint – new and existing developments lack the necessary electricity distribution capacity to install charge points.
- Cost of vehicles – new EVs are significantly more expensive than internal combustion engine vehicles.
- Public perception – as an unfamiliar technology, not yet adopted at scale, there are issues around perceived reliability/range etc.
- Varied charging adapters – different car makes/models use different adapters decreasing the number of available charge points.
- Varied business models – different payment methods prohibit the uptake of EVs.

Our Alternative Fuelled Vehicle Strategy and associated Implementation Plan will ensure a continued focus on the development of the appropriate infrastructure across the region. In the same way that electric vehicles require charging infrastructure to make their roll-out a reality, autonomous vehicles need good mobile coverage to operate effectively. It is expected that for autonomous vehicles to be effective 5G coverage will be required. 5G is currently unavailable in some areas of the UK, but current rates of 4G coverage provide a good proxy for what 5G coverage might look like in the future.

The implementation of the East Anglian Alternative Fuels Strategy (EAAFS) is key in ensuring that the impacts of climate change are addressed at the very local level. This 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 alternative fuelled vehicles (AFV) covered in this Strategy include battery electric, hydrogen fuel cell and renewable natural gas vehicles.

You said

"We welcome the commitment the roll out of electric vehicle charging infrastructure particularly in those districts with low provision such as East Cambridgeshire. The Council is working on a scheme currently to install charging points in some of its car parks but more are urgently needed. There are electricity grid capacity issues regarding this and the Council would like to understand how the grid improvements that are required will be delivered."

"Suggest that to support the shift towards electric vehicles, the Combined Authority commits to working with government and relevant partners to accelerate delivery of new grid capacity to underpin decarbonisation of both private and public transport across the area. Strong links must be made between the deliverables of the LTCP and work to develop a Local Area Energy Plan for Cambridgeshire, which will need to consider electrification of transport and the additional grid infrastructure requirements to support this".

Evidence

To be updated

Description of an appropriate graphic to be developed

To be updated

Policy good practice

To be updated

Policy statements:

To be updated

Indicator/s

To be updated

Links to relevant policies and documents:

To be updated

This policy intervention contributes to the following local objectives:

To be updated

This policy intervention contributes to the following national priorities:

To be updated

Commented [TB26]: To reflect similar to Active Travel Section and presented in diagrammatical form

Safety

Policy intervention topic: Improve Safety

Introduction

Improving road safety is a fundamental part of our Plan and is an absolute priority. Road safety is a key component and a key driver in everything we and our partners deliver.

We all have a responsibility for road safety – either as road users, Local Authorities, or transport providers. It is also important that we improve the perceptions of safety as these can often be barriers themselves. Having seen significant progress in reducing road casualties during the early part of the century; since 2010 this progress has stalled and requires considerable attention to achieve further reductions in the coming decades. The number of deaths and injuries on our roads is still far too high, and progress was slowing before the Covid-19 pandemic.

In 2020, 411 people were killed or seriously injured.

Currently 19% of KSI collisions involve cyclists, and a further 9% involve pedestrians. We need to ensure we provide a safer road environment that gives people the confidence to make this shift to active travel modes. In addition, it is important to manage potential conflicts between cyclists, equestrians, and pedestrian (and other modes such as e-bikes, e-scooters, scooters) and the specific issues faced by the disabled.

As well as having a devastating effect on the lives of the people who have been injured, but also their families and friends, serious collisions can deeply affect many people in the wider community and extended road closures can have serious consequences for the road user and the economic prosperity. The annual cost to society of road accidents in the region is estimated to be £822m and the misery which it inflicts on the injured and bereaved families is immeasurable.

Partnership working

We will commit to working closely with our partners to deliver improved safety across our transport network. It is essential that we and our partners continue to seek to identify, analyse, and develop solutions to transportation hazards through the embedding of safety conscious planning that addresses highway, public transport, pedestrian, bicycle, equestrian, and heavy vehicle safety. We will continue to work with partners to create active travel routes that reduce the number of interactions with HCVs and buses.

We will continue to work with the Cambridgeshire and Peterborough Road Safety Partnership and other agencies, such as the Police and Fire Services to provide a safe transport network. The Road Safety Partnership deliver, influence and support evidence-led highway design and road safety interventions to improve safety on the highway network, and to fund education, training, and publicity programmes to improve road user behaviour and reduce casualty numbers, aspiring to 'zero tolerance' of transport-related deaths.



DIAGRAM – VISION ZERO PARTNERSHIP

We will continue to work closely with the Cambridgeshire and Peterborough Vision Zero Partnership to achieve our overarching safety goals – with regular direction given to and from the Combined Authority Board.

The aim of vision zero is to have zero road fatalities or life-changing injuries on the region's transport system by 2050. This aligns with and will contribute to the global political commitment to improve road safety made through the *Stockholm Declaration*. Whilst zero road fatalities or life changing injuries is our overall target, it is important to recognise it is an ambition that helps set the tone of what we are seeking to achieve rather than actual end point. We adopt local targets to measure and monitor progress. Given the international adoption of a 2030 target of a 50% reduction in road deaths and serious injuries using a 2021 baseline, this is a suitable target for the Vision Zero Partnership.

Therefore, we will work closely with the Local Highway Authorities to unlock and secure funding for road safety interventions and to develop a system led approach to tackling network safety.

We will investigate the implementation of 20mph zones in urban areas where these are appropriate and in addition, we will continue to utilise road safety initiatives that recognise the commitments outlined in the U "Stockholm Declaration" especially in relation to 20mph in built-up areas; to reduce speeds, improve levels of road safety and encourage walking and cycling as day-to-day forms of travel.

Another key tool is having well-designed streets and public spaces which increase the attractiveness and safety of the environment which help improve people's health by reducing social isolation, which is harmful for physical and mental health. Our transport system will make it easier and safer for all of society to walk, cycle and wheel to the shops, schools, and other amenities.

Policy Statement

We will include measures which promote inclusivity for those more vulnerable in society of whom personal safety is more acute, such as females, older people, those with pushchairs, disabled people, cyclists, equestrian users, those with mental health concerns, and the LGBTQ+ community.

Commented [TB27]: Included as a direct response to the consultation

You said

"20mph zones for safety of pedestrians and cyclists would be a good idea and help switch away from cars, particularly an issue with school traffic."

"The safety of the transport modes should be considered from both physical safety through the prevention of accidents as well as personal safety in terms of individual passengers feeling safe in their surroundings."

"Vision Zero includes an intermediate goal of reducing KSI on our roads by at least 50% by 2030. The LTCP must include intermediate goals such as this."

Evidence

To be updated

Description of an appropriate graphic to be developed

To be updated

Policy good practice

To be updated

Policy statements:

To be updated

Indicator/s

To be updated

Links to relevant policies and documents:

To be updated

This policy intervention contributes to the following local objectives:

To be updated

This policy intervention contributes to the following national priorities:

To be updated

Commented [TB28]: To reflect similar to Active Travel Section and presented in diagrammatical form

Digital Solutions

Policy intervention topic: Digital Solutions

Introduction

Digital connectivity is important in meeting the challenges facing our region, such as sustainable growth, climate change mitigation, the management of scarce resources including water and energy and improving people's life chances through the provision of access to retail, leisure, education, and health facilities. Faster, more reliable digital connectivity – with digital infrastructure such as fibre ducting delivered alongside transport infrastructure where appropriate – will provide improved connectivity between businesses and to homes; greater working flexibility, thereby taking the strain off the transport network; and allowing better management of our transport networks to increase capacity, make travel times more reliable, and ultimately, make journeys safer.

Much has already been achieved in enhancing digital connectivity in Cambridgeshire and Peterborough, in particular the success in making superfast broadband nearly ubiquitously available across the Combined Authority. However, this is a rapidly moving area, driven by exponential improvements in technology. With the ongoing rollouts of new technologies such as full-fibre broadband and 5G mobile infrastructure, it is vital that Cambridgeshire and Peterborough remain at the forefront of digital connectivity in terms of:

- Fixed broadband connectivity;
- Mobile connectivity;
- Smart infrastructure; and
- Digital adoption, access, and inclusion.

A key component of the LTCP is the *Cambridgeshire and Peterborough Digital Connectivity Infrastructure Strategy 2021-2025*. This will deliver a future facing, long lasting digital infrastructure that will ensure that Cambridgeshire and Peterborough residents and businesses have the access they need to digital connectivity, supporting our sustainable growth ambitions and the aims and aspirations of this Plan.

Alongside our partners, we will deliver a future facing, long lasting digital infrastructure that will ensure that digital connectivity is available to all – supporting effective public service delivery, thriving communities and sustainable business growth. The strategy will:

- Improve internet access to reduce digital exclusion and health inequalities;
- Use 'smart' technology to support sustainable lifestyles and mitigate climate change;
- Attract investment in fibre broadband and mobile connectivity infrastructure to strengthen the local economy and create jobs; and
- Ensure businesses have access to leading-edge digital connectivity to help them grow and succeed.

You said

“Support the focus on digital connectivity for all, and the intention to explore demand responsive transport for more rural areas, noting the digital connectivity and public transport accessibility challenges faced by our more rural communities.”

“We would suggest that further consideration could be given to how rural centres and nearby villages can sustain themselves as networks and connect effectively into other larger centres and more strategic transport options.”

Evidence

To be updated

Description of an appropriate graphic to be developed

To be updated

Policy good practice

To be updated

Policy statements:

To be updated

Indicator/s

To be updated

Links to relevant policies and documents:

To be updated

This policy intervention contributes to the following local objectives:

To be updated

This policy intervention contributes to the following national priorities:

To be updated

Commented [TB29]: To reflect similar to Active Travel Section and presented in diagrammatical form

Natural, Historic and Built environment

Policy intervention topic: Natural, historic, built environment

Introduction

We are fortunate to have exceptionally high-quality natural, historic, and built environments within Cambridgeshire and Peterborough that have positive impacts on the quality of life for our residents, boost tourism and help attract businesses to the area. We want to deliver a transport network that not only protects these environments, but also enhances them.

Add Picture

Our transport network can have an adverse impact upon our environment, from air pollution and emissions, noise and vibration, physical damage to buildings, light pollution, reducing the aesthetics of an area and of course by damaging and removing space for plant and animal habitats (biodiversity). This Plan and our schemes and initiatives will ensure that the transport network mitigates any negative impacts and in fact strives to improve the environment.

Commented [TB30]: Picture and graphic to be provided to demonstrate the high quality natural, historic, and built environment within the region (Ely Cathedral etc)

Biodiversity

We will help our communities to become high quality, sustainable environments where people want to live, work and visit. As such, we are committed to the adoption of biodiversity net gain principles which mandate that all new developments, including new transport infrastructure, must leave the natural environment in a measurably better state than beforehand.

We will integrate environmental considerations, including biodiversity net gain, into our thinking throughout the development of the future transport network and ensure that all new transport schemes cause minimal disruption to the environment during construction and operation.

Policy statements

To double the area of rich wildlife habitat and natural greenspaces under management by 2050. We will work with partners to try and prevent the transport network we deliver in the future doing harm to the existing built and historic environment. Our plan will play a key role in helping to maintain and improve 'the sense of place' in our cities, towns, and villages, as well as our rural countryside.

Commented [TB31]: Further information on the 20% biodiversity net gain to be included

The delivery of any new transport infrastructure will include the appropriate processes and assessments, as required by the Local Highways and Local Planning Authorities, as well as adhering to the necessary national policies.

Having a well-planned and good quality transport network will help to link where we live and work to our green spaces and important historic environments. In addition, the plan will support partners in ensuring we have well-designed streets and public spaces, creating a sense of 'place' to help increase the attractiveness and safety of the built environment in our cities, towns, and villages. This is vital in not only improving the physical health of our communities, but also the mental health too. Isolation is a huge issue in rural areas and in vulnerable communities, such as the elderly, and having access to attractive open spaces as well as important historic and natural environments is crucial.

We will put people and the environment at the heart of transport design and decision making.

You said

"The LTCP could be more specific in its ambition for the natural environment, potentially adopting the Greater Cambridge ambition such that transport schemes would seek to deliver 20% Biodiversity Net Gain"

"We would suggest that these should include avoiding loss of natural and historic environments; minimising visual intrusion in the landscape and cityscape; and minimising light and noise pollution"

Evidence

To be updated

Description of an appropriate graphic to be developed

To be updated

Policy good practice

To be updated

Policy statements:

To be updated

Indicator/s

To be updated

Links to relevant policies and documents:

To be updated

This policy intervention contributes to the following local objectives:

To be updated

This policy intervention contributes to the following national priorities:

To be updated

Commented [TB32]: To reflect similar to Active Travel Section and presented in diagrammatical form

Network management including maintenance & Resilience (Futureproofing network for extreme weather events (flooding, fire))

Policy intervention topic: Network management & Resilience

Introduction

Cambridgeshire County and Peterborough City Councils are the highway and streetworks authority who are responsible for a range of management functions. This includes working to manage congestion, highways infrastructure and on-street parking.

All of these functions will play a role in helping to deliver our vision and encouraging the use of walking, cycling, public and shared transport. It is important that our transport user hierarchy is reflected in these management functions to complement the policies outlined previously.

Our streets and roads are vital pieces of transport infrastructure. The vast majority of all trips take place on them, be these by foot, bike, wheelchair, micromobility, public transport or by car. Our streets and roads are also places, from local neighbourhood roads to busy high streets, and they play different roles in the lives of people and businesses. The region is also home to roads on the Strategic Road Network such as the A1, the M11 and A14, as well as numerous key rail routes of both local, regional, and national importance.

Many of the policies in this document have outlined incentives to make alternatives to the private car more attractive. However, there may also be situations where it is necessary to actively discourage private vehicle use. There are various management tools available to do this that may be needed in some parts of the region.

The continued management and performance of these key pieces of infrastructure is crucial in ensuring our network runs smoothly and improving this will be a priority going forward. We must work with partners to tackle the issues we currently face and to prepare for the challenges that will be brought about by climate change and extreme weather.

Whilst our priority is on reducing car use and the need to travel, we recognise that in some cases new roads, or widening roads and junctions may be necessary, to ensure a reliable and effective transport network.

However, we have found that road schemes often generate new demand and quickly reach capacity again. It is therefore not a sustainable long-term solution for the region's transport network.

Network Management

The core purpose of network management is to tackle congestion and ensure the safe, free-flowing movement of traffic, people, and freight across the region's road network. It also has the potential to influence travel choices by prioritising public transport, walking, and cycling.

The government is proposing to review the Network Management Duty and statutory guidance, to reflect more clearly the current imperatives of decarbonisation, encouraging healthier forms for transport and emphasis on technology. The Combined Authority and our

partners will respond positively to changes in law where applied to prioritise and facilitate walking, cycling and public transport movement.

Network management plays a key role in monitoring and managing traffic on all parts of the network, from strategic routes such as the A1(M) and A14 to our local roads and town centres. It is important to balance the requirements of all communities and stakeholders in decisions which affect residents' ability to access employment, social and educational facilities.

A well-maintained transport network is vital to the economic, social, and environmental wellbeing of the region. It is essential for disabled people who are additionally disadvantaged by poorly maintained pavements and highways. Therefore, with our Highways Authority partners, we will strive to ensure that all of our transport infrastructure will be provided and maintained to a high standard, as inadequate footways, cycleways, railways, and roads present significant risks to all transport users. For example, we know that there is a direct connection between the quality of maintenance and people's willingness to adopt active travel as an alternative to driving.

Therefore, it is important that the Local Highways Authority continue to invest in the transport infrastructure to ensure a safe, reliable, and effective network is available for all. We will work with them to help achieve this. Good maintenance is important for encouraging walking and cycling. Two wheeled modes such as bicycles, motorcycles and e-scooters are more at risk from surface defects Therefore effective maintenance helps to protect these vulnerable road users contributing to delivery of vision zero and creates attractive, accessible environments for walking and cycling.

We know that better management of our transport networks will increase capacity, make travel times more reliable, and ultimately, make journeys safer.

Traffic congestion risks our future growth and prosperity and one of the biggest causes of congestion is roadworks and maintenance of the network. Managing our highway network is a critical challenge that requires careful consideration of the need to balance the management of an ageing network and high public expectations with reducing resources, less available funding, and an increased pressure on local government services. We will work with Local Highway Authority partners to help implement their highway asset management policies and strategy (Cams: <https://www.cambridgeshire.gov.uk/asset-library/Highway-Asset-Management-Policy-April-2021-v2.pdf> & <https://www.cambridgeshire.gov.uk/asset-library/Highway-Asset-Management-Strategy-April-2021-v2.pdf> / Peterborough: <https://www.peterborough.gov.uk/asset-library/peterborough-highway-asset-management-policy-and-strategy-march-2022.pdf>)

Solutions to manage demand for road space, including during times of maintenance and road improvements, will continue to be explored especially within and between our urban and surrounding areas. Targeted, localised improvements to the highway network will be undertaken to allow more efficient movement of vehicles, goods, and people; whilst ensuring that the needs of all road users are considered as these schemes are developed and delivered. In addition, freeing up road space within our main urban areas is key to ensure an integrated, seamless, and sustainable transport network is available for all.

The LTCP needs to take account of the Highway Authority's statutory asset management requirements

- that scheme design is considerate of the existing highway network, its status and extent, and any associated constraints or prerequisites, and

- that new or amended highway infrastructure is developed and recorded in accordance with the operational requirements and statutory asset management duties of the Local Highway Authority.”

Resilience

The transport network needs to be resilient and adaptable to climate change. It is recognised that the transport network does not always function flawlessly and is subject to internal and external stresses (human and environmental disruptions) that can cause delays. We must therefore make the transport network resilient and adaptive to human and environmental disruption.

If we look at the risks to the UK from climate change many of the impacts are particularly acute in Cambridgeshire and Peterborough: the risk of flooding, very high summer temperatures and water shortages. We all need to act, and act now, to avoid the most damaging aspects of climate change.

The Cambridgeshire and Peterborough area is one of the driest in the UK, yet also susceptible to flooding due to its predominantly low-lying topography. This means that transport infrastructure can be vulnerable to extreme weather events and must be appropriately protected. We will work with partners to help improve the resilience of our transport network to extreme weather events and a changing climate.

We will work with key partners to incorporate climate resilience into the new transport network, designing infrastructure that is resilient but also easily repairable.

Road schemes

As highlighted previously, we are also responsible for overseeing the delivery of new highway infrastructure. There are situations where new roads, or widening roads and junctions may be necessary, but this is not a sustainable long-term solution because we have found that road schemes often generate new demand and quickly reach capacity again.

There is substantial national and international evidence of motor traffic ‘disappearance’, when road capacity is reduced, particularly where there are viable alternatives and in areas of excessive demand on road space.

Traffic ‘disappearance’ research shows that large percentages of motor traffic are not just displaced to other roads, but ‘disappear’ through a range of behavioural changes. These changes achieve the same objectives in ways that do not require car travel, for example changing mode or pooling journeys.

However, there are examples where road schemes may be required and will deliver improvements. This includes where access is needed to new developments or where the existing road is unsafe due to the mix of traffic, such as agricultural vehicles.

We will always require careful modelling for major schemes to ensure that the likely effects on the wider network are fully understood. To ensure that any road schemes align with our transport vision, we will take a ‘decide and provide’ approach rather than the traditional ‘predict and provide’ approach.

Innovation

Previously we have outlined a number of ways in which technology can improve the way in which we operate and contribute towards delivery of vision, aims and objectives. Technology alone will not solve many of the challenges identified; however, it will a vital role in allowing us to achieve our ambitions and address some of our underlying challenges

Shared Mobility, including Car clubs

Shared mobility will help us to deliver our goals such as a reduced private car use and improved air quality. There are a range of services covered by shared mobility including car clubs, shared cars, carpooling, Demand Responsive Transport and micromobility.

A car club provides cars for short term hire on a pay per trip basis. This allows individuals and businesses affordable access to a vehicle without the need for ownership. Car clubs offer clear benefits for individuals, with cost savings and access to a range of low carbon, well maintained, flexible use vehicles. If well managed and integrated as part of a wider public transport system, they have the potential to reduce car ownership and increase connectivity, particularly for those unable to walk or cycle.

To support the introduction of new car club initiatives we aim to develop policies that promote viable and sustainable alternatives to car ownership by ensuring appropriate localities are considered before being introduced.

We will also work to develop alternatives to the traditional car club bays which are expensive to introduce and maintain and will consider the use of zonal permitting in controlled parking zones. This approach will allow operators more flexibility to introduce vehicles with low setup costs and with a wider range of area.

Car clubs offer residents an attractive, convenient alternative to private car ownership. This encourages more use of public transport, walking and cycling, whilst giving access to a car when needed. This reduction in the number of cars and the miles driven will improve air quality and make local areas more relaxing. Similarly, by reducing the dominance of the private car and reallocating road space to walking and cycling we will further enhance public health and create streets that are welcoming places for people.

Residents in our more rural areas face specific transport challenges and are more likely to use a car. There are challenges associated with introducing car share facilities in these areas, however the provision of zero-emission car sharing would help to increase transport choices and reduce the impact of private cars.

Connected and Autonomous Vehicles

There are also more emerging technologies that could significantly change the transport system and contribute to delivery of our vision. The primary technologies we are focusing on as part of this section are Connected and Autonomous Vehicles (CAV) and Unmanned Aerial Vehicles (UAV).

These can improve road safety, improve air quality, and reduce traffic. Whilst the future of these technologies is uncertain, our overall approach is to support them and seek to shape them to ensure we achieve our overarching vision, aims and objectives for the people and businesses of Cambridgeshire and Peterborough.

We will integrate the needs of CAVs into new infrastructure and maintenance programmes will help to avoid the requirement for later, potentially costlier retrofit as automation becomes more commonplace. It may also facilitate access to lower-level automation in a wider range of locations.

You said

"The LTCP needs to take account of the Highway Authority's statutory asset management requirements."

Evidence

To be updated

Description of an appropriate graphic to be developed

To be updated

Policy good practice

To be updated

Policy statements:

To be updated

Indicator/s

To be updated

Links to relevant policies and documents:

To be updated

This policy intervention contributes to the following local objectives:

To be updated

This policy intervention contributes to the following national priorities:

To be updated

Commented [TB33]: To reflect similar to Active Travel Section and presented in diagrammatical form

Air Quality

Policy intervention topic: Air Quality

Introduction

Across Cambridgeshire & Peterborough, there are areas that suffer from poor air quality. Hotspots with a high concentration of business activity and transport movements lead to localised air quality problems. There are seven Air Quality Management Areas (AQMAs) in the region linked to the transport network. Addressing the causes of these hotspots, as well as other locations where poor travel-related air quality negatively impacts our health is key to the overall success of this LTCP.

Reducing greenhouse gas emissions and removing air quality management areas requires a multifaceted approach, including encouraging better use of active travel modes such as walking and cycling, improving public transport, and increasing the number of electric vehicles in use. Electric vehicles require appropriate infrastructure, such as charging points, before they become a viable transport option.

We have a responsibility to implement measures that ensure improvements to air quality can continue to be delivered alongside growth by creating conditions that will change travel behaviour and bring about the use of cleaner vehicles. Our proposals to improve air quality are directly linked to the key priorities identified in the Cambridge City Council Air Quality Action Plan (AQAP) 2018-2023 and the Joint Air Quality Action Plan for the Cambridgeshire Growth Areas (2015). The key areas identified for action, and to be supported through the LTCP, include:

- Reducing emissions from taxis, buses, coaches, and HCVs, with the potential to link to demand management measures;
- Mandating consideration of electric vehicle charging points for all new or upgraded highway infrastructure;
- Maintaining low emissions through the planning process, and long-term planning; and
- Improving public health.

More journeys on foot and by bike will also help to alleviate traffic congestion and improve air quality, whilst allowing those without access to a car, or unable to drive.

You said

“To be clearer on the separate issues of emissions (particularly of Nitrogen Oxides and fine particles) causing poor air quality and therefore the immediate risk to health, and the issue of emissions causing longer term impacts in relation to the climate due to Greenhouse Gas emissions.”

Evidence

To be updated

Description of an appropriate graphic to be developed

To be updated

Policy good practice

To be updated

Commented [TB34]: To reflect similar to Active Travel Section and presented in diagrammatical form

Policy statements:

To be updated

Indicator/s

To be updated

Links to relevant policies and documents:

To be updated

This policy intervention contributes to the following local objectives:

To be updated

This policy intervention contributes to the following national priorities:

To be updated

Funding and implementation

Introduction

The LTCP outlines a clear vision to deliver a net-zero transport system that enables the region to thrive whilst protecting the environment and making Cambridgeshire and Peterborough a better place to live and work.

As outlined throughout this Plan, we plan to achieve this by reducing the need to travel, discouraging unnecessary individual private vehicle, and making active travel, public and shared transport the natural first choice. The policies within this Plan are the tools we believe are necessary to achieve this ambition.

Policy to scheme process

This LTCP provides the high-level policy framework to guide future work on transport across our region. Many of its policies will be delivered through transport schemes. The supporting strategies and area transport strategies will reflect the LTCP priorities and provide an indication of how LTCP policies might be applied in different geographic areas. These will then be used to create more detailed plans and identify specific schemes.

Schemes will be assessed via our prioritisation framework. This will ensure proposals are meeting broader Combined Authority policies and help with prioritisation. They will then progress through the development pipeline as suitable funding arises and be included in relevant strategies such as local plans and their associated infrastructure delivery plans.

DIAGRAM outlining role of LTCP (providing high level policy framework), supporting strategies and area strategies (containing specific detail for different modes and geographic areas, and schemes (identified for prioritisation and delivery).

Implementation

The LTCP will be delivered in a number of ways. This includes physical infrastructure improvements and the creation of new infrastructure. However, the LTCP will also be delivered through the planning process and other means. An overview of all delivery processes is outlined in this section.

Delivery of physical infrastructure and services

In order to deliver some policies in the LTCP there will need to be new and improved services and infrastructure. These improvements will be funded in a range of ways.

Influencing development

Embedding LTCP policies within the work of the Combined Authority and partners will help to shape these developments from the outset and contribute to delivery of the vision. The transport user hierarchy policy will guide how the Combined Authority and our constituent Councils addresses these situations. In this way, active travel will be prioritised, and new developments will contribute to delivery of the LTCP.

Incorporation with other highway works

We will ensure that wherever possible we seek to incorporate active travel other improvements when our Local Highways Authority partners are undertaking maintenance work. Coordinating these improvements will help to deliver some of the small-scale physical improvements required to deliver the LTCP.

Funding

Many of the policies identified in the LTCP will require funding to deliver. We no longer receive funding directly to spend on transport improvements and we do not currently have funding for all of the proposals identified. Therefore, we will continue to work hard to identify alternative funding sources to enable delivery of the LTCP.

Funding bids

From time to time, there are opportunities to submit bids to specific grant funding opportunities. These funding opportunities come from a range of sources including central Government and the DfT.

Commented [TB35]: Further case studies will be used to illustrate the success of the Combined Authority and partners in securing additional funding

Partnership working

Funding or delivery opportunities may also be available to our partners. We will continue to work with these partners to take account of the various funding sources available.

There may also be funding opportunities available through neighbouring Local Authorities. We will seek to work strategically with other Mayoral Authority and Local Authorities, where applicable, to secure and develop further funding opportunities.

Operator / private sector investment

Some improvements may also be funded by operator or private sector investment.

Further information will be available on the Implementation Plan and pipeline of schemes being developed by Alex Deans for the Transport Team – this will be socialised with TIC members and Leaders ahead of the June 2023 TIC and Board

Commented [TB36]: Pipeline of schemes to be highlighted – small scale to strategic schemes

Monitoring

Key Performance Indicators

Monitoring of the LTCP is important for us to track progress and ensure we are on track to deliver the vision. Monitoring will also help to inform future decision making by assessing the performance of schemes and the benefits they deliver.

We intend to review the LTCP on an annual basis. As part of this, we will publish monitoring reports to demonstrate progress on delivering the LTCP, progress made against the headline targets and performance against the KPIs. This process will ensure that we are delivering the level of change required. Monitoring of KPIs will consider the impacts of population growth.

We have not identified specific targets for all of the KPIs. Instead, all policies and schemes are working towards delivery of our headline targets and mode specific targets in supporting strategies. The KPIs will help to provide more detail and identify potential areas for further work. As part of the review process, we will assess the effectiveness of the KPIs and look at other ways of reviewing data.

Key Performance Indicators

See performance appendix for further information

Commented [TB37]: Information provided in appendix to TIC paper – for inclusion within the final LTCP in graphic format

Evidence Base

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1 Introduction

This LTCP is based on a thorough analysis of a range of supporting evidence. This evidence base examines the current transport conditions and socio-economic characteristics of the area, and an assessment of the likely future opportunities and constraints that we will need to plan for.

The previous iteration of our LTP and its precursors developed by Cambridgeshire County Council and Peterborough City Council (and integrated into the CPCAs Interim LTP, 2017) were built off the back of the following data picture.

- Strong economic growth in the Cambridge sub-region, driven by agglomeration in the knowledge-based sectors meant strong job growth. Subsequently, the population was increasing with significant new housing planned, which increased demand for travel. Employment and population growth were also relatively strong for the Peterborough subregion.
- Subsequently there was a forecast of significant increases in congestion across significant parts of the road network up to 2041 with a worsening decline in of peak travel journey times. Contemporary poor performance of several routes was noted together with parallel poor performance (in terms of travel times) in the bus network. Areas of concern included the Cambridge radial routes, the A47 into Peterborough, the Peterborough Parkway system as well as localised congestion for the larger towns.
- An inherent weakness in transport connectivity was also identified with the weakest linkages being between the rural fens (covering Fenland as well as parts of East Cambridgeshire and Huntingdonshire) and areas of strong employment growth which was limiting opportunity for people living in areas of relative deprivation such as north Wisbech.
- The need to move towards decarbonisation was noted alongside the impact of transport on air quality and public health outcomes. There was also an emphasis on improving local connectivity to encourage an increase in active travel and alternatives to the car for short journeys.

For this LTCP the data work has been focused around challenging the previous picture, looking at what has happened since the previous LTP was written to change the policy outlook.

2 Summary of Evidence

The transport network sits on top of a diverse socio-economic geography and the evidence review needs to focus on the main drivers of travel, the location of housing, jobs, and services. ~~Whilst previously high, economic growth was slowing pre-pandemic. The slowdown was particularly noticeable for Peterborough with a decline in figures for GVA, Jobs and the number of small and medium sized businesses. During the pandemic the Cambridgeshire and Peterborough economy saw a reduction in economic activity (a 0.52% reduction in GVA between 2019 and 2020), however this was considerable less than the 3.36% reduction across the rest of the UK.~~

Our economic activity is concentrated in key 'clusters' of 'Knowledge- Intensive' businesses, particularly around Cambridge and Peterborough. The dense concentration of these businesses allows them to take advantage of 'agglomeration benefits' but means that the prosperity they generate is, in turn, concentrated into small geographical areas, for example the concentration of approximately 17,500 jobs at the Cambridge Bio-Medical, ~~leading to high levels of inequality.~~

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There is a significant risk that without careful integrated planning and appropriate development, future economic growth might 'overheat' the economy causing it to 'burn-out' – a scenario widely discussed in CPIER. The most obvious manifestation of this for the Cambridge sub-region is the increase in house prices over the past two decades, driven by population growth, high wages and the build rate of new homes. This then impacts the transport system as commuting distances lengthen and congestion occurs as pinch-points in the network.

Transport connectivity has a role to play in both enabling and effectively connecting new development, as well as connecting more affordable areas to live with centres of employment and locations for key services and amenities.

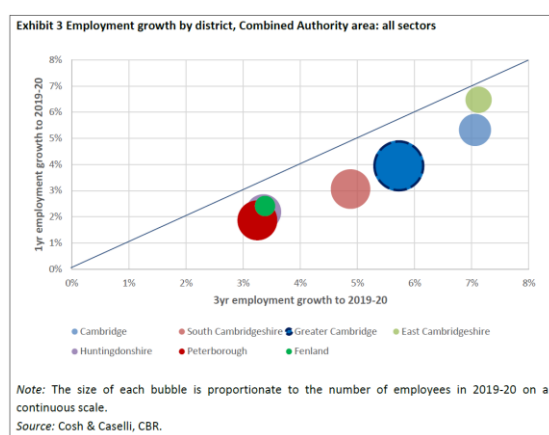


Figure x: Employment Growth, CPCA Constituent Authorities

The CPCA sponsors the monitoring of employment growth by the Centre for Business Research (University of Cambridge). The latest (2020 data), shows accelerated (7%) job growth for East Cambridgeshire as well as the Greater Cambridge area whilst other areas such as Huntingdonshire and Fenland are growing at rates just over 3%, closer to the national average.

3 Traffic, congestion, and delay (pre-pandemic)

Congestion and delay act to limit the effectiveness of the transport network. The average speed on all major roads entering Cambridge during the 'rush hour' is less than 60% of the 'free flow' speed. In addition, the road network often lacks resilience, where alternative routes do not exist (e.g., main inter-urban links across The Fens) or where opportunities for increasing highway capacity do not exist (e.g., in Cambridge and historic towns and cities where the network is constrained by listed buildings and historic streetscape). However, road traffic levels in both Cities, Cambridge and Peterborough, have fallen back slightly between 2015 and 2019, despite continuing housing and employment growth.

Road traffic counts in the rest of Cambridgeshire continued to show increasing traffic levels in this period, particularly in the market towns. This reflects Local Plans that have focused housing and population growth in these towns. Highest growth rates for road traffic were seen in Whittlesey (over 15%) and Chatteris (over 20%).

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Overall levels of travel into the city of Cambridge by other modes of transport increased. Rail passenger numbers grew strongly with annual movements in and out of Cambridge North rising to 950,000 in 2019/20 and total movements in and out of Cambridge (Central) of around twelve million, making it the busiest station in the east of England in 2019/20.

Congestion levels show ongoing problems within the Cambridge sub-region, particularly along the A428, and A10 (both sides of the city) corridors (with peak time flow speeds being less than 60% of normal). The focus in Peterborough continues to be around selected junctions of the Parkway network and areas of new housing development. On a smaller scale, there are also congestion points for some towns.

Congestion is not only detrimental for drivers of cars, lorries, and other vehicles, but also for people taking buses, cyclists, pedestrians, and other non-motorised users. On average, more than 20% of bus services within Cambridgeshire and Peterborough run late, in large part due to congestion. Future growth in housing and employment, and associated travel, is expected to result in worsening traffic congestion as capacity on the network becomes increasingly constrained, and act as a brake on the economy.

There will be significant growth in the number of commuting trips originating in the areas around the City of Cambridge and to the west of Peterborough. Consequently, the A47 between Peterborough and Wisbech, together with radial routes serving Cambridge, will all see significant rises in congestion by 2041.

Overall, the region has relatively good transport connectivity, with strong links to major cities, ports and airports outside the region, and good connections between major urban areas within it. From Peterborough and Cambridge urban areas, London can be reached by rail in under an hour, Stansted Airport can be accessed on direct Cross-Country rail services, and the A14, A1(M) and M11 provide good strategic connectivity, including for freight travelling to the ports of Harwich, Ipswich, and Felixstowe on the East Coast. This strategic freight that travels through Cambridgeshire rather than has a destination in Cambridgeshire can have significant, negative impacts on our communities, especially if the strategic networks experience disruption.

This high-level connectivity is critical for ensuring that the region's businesses have easy access to the staff, suppliers, and markets they need, and that tourist attractions can flourish. For example, domestic tourism alone brings an estimated 1.8 million visitor trips and £256 million annually into the area's economy.

Connectivity within our region is variable, with larger urban areas benefiting from significantly better transport network coverage than their small town and rural counterparts. This translates into poorer access to jobs and opportunities for rural residents. In Cambridge 88%, and in Peterborough, 95% of residents are within 15 minutes by walking or public transport of a local primary school. By contrast, in South Cambridgeshire and East Cambridgeshire this figure falls to 77% and 79% respectively.

Although 58% of the population of Cambridgeshire and Peterborough are within 30 minutes of a major employment centre (and a further 25% are within 60 minutes), many rural areas either lack direct public transport accessibility, or suffer from lengthy journey times that make it difficult to those without a car to access jobs and services elsewhere.

Overall rail travel in the CPCA area has shown growth. Usage of Manea station increased (2015-19) the most from just over 12,000 movements to over 18,000 (+50% growth). However, bus passenger numbers continued to decline; Peterborough saw a reduction of -

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27% between 2014/15 and 2018/19 (3 million fewer passenger journeys) whilst Cambridgeshire saw a reduction of 6% (1 million fewer).

For those without access to a car, rising fares and general cost of living are reducing the affordability of the public transport network. Fares have risen across the region, broadly in line with the national average, and significantly faster than RPI (for example, bus fares have increased nationally by an average of 66% since 2005; whilst the cost of motoring has increased by 27% in the last 10 years). This threatens to increase 'car-dependency' – the position whereby an individual has no viable option available other than to use a car when making a journey.

As well as significantly improving bus services and affordability, one potential solution is to further promote the use of active travel modes wherever appropriate. Their efficient use of road space makes them an effective way of tackling congestion in key locations, and the range of other benefits they bring, such as improvements to air quality, reductions in greenhouse gases, and improvements to public realm, are closely aligned to several of the LTCP's key objectives.

The use of active travel modes is already broadly popular within Cambridgeshire and Peterborough, and sees high levels of investment, particularly in Greater Cambridge where £16 per head is spent on cycling per annum, a higher figure than in any other area of the UK. Cambridge enjoys the highest 'mode-share' of cycling within the United Kingdom. However, in other areas of Cambridgeshire and Peterborough, levels of walking and cycling are significantly lower, for example South Cambridgeshire and Peterborough itself. New technology, such as the advent of affordable electric bikes, is already allowing new groups of people to cycle and lengthening the distance many are willing to travel by bike.

Recent active travel trends are harder to measure, with little measurement taking place outside of Cambridge and then only on routes that are dominated by road traffic (e.g., market town radials). What counts there were showed signs of a slight gain in mode share for active travel. In Cambridge cycling continued to be strong particular for cross-city movements. Previous analysis completed in 2017 showed the mode share for commuting to work within the city into some employment areas was as high as 72%. Cycling into the city was somewhat less, with a mode share of 16% (but still better than most cities in the UK).

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4 Decarbonising transport

Promoting the uptake of public transport and active travel modes will have a significant, positive environmental and societal impact. The proportion of carbon dioxide (CO₂) emissions produced by transport has seen a marked increase in all Local Authorities in Cambridgeshire and Peterborough over recent years.

In 2020, total CO₂ emissions in Cambridgeshire and Peterborough were 6,572 kilotonnes. In the same year per capita emissions in Cambridgeshire (8.5 tonnes) were higher than in Peterborough (5.0 tonnes) and the East of England average (4.9 tonnes).

The highest proportion of CO₂ emission in Cambridge derived from Domestic emissions (34.93%) followed by Public Sector emissions (21.75%) and transport emissions (20.41%).

In Peterborough, the sectors of equivalent significance

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were road transport emissions (37.46%), Domestic Emissions (24.96%) and LULUCF Emissions (15.47%).

There remains a considerable disparity between the cities and more rural districts, where car ownership and usage are higher.

This is represented in the data

showing that Fenland has a comparable per capita emissions (13.4 tonnes) to East Cambridgeshire (13.9 tonnes). Both being by far the highest in the CPCA area.

Forecasted traffic growth will subsequently result in an overall increase in CO2 emissions.

Forecasted traffic growth will subsequently result in an overall increase in CO2 emissions.

Forecasted traffic growth will subsequently result in an overall increase in CO2 emissions, without a move to improved public transport provision in rural areas this trend will become inevitable.

The UK wide contribution of transport emissions to total CO2 emissions is 34.31%. Overall, The UK wide contribution of transport emissions to total CO2 emissions is 34.31%. Overall, transport emissions for the CPCA area have reduced by 13.95% between 2015 and 2020.

whilst for the UK in the same period there was significantly more progress with reducing transport emission with a reduction of 22.87%.

The Climate Change Commission for the CPCA area has produced its final report. This Plan aims to ensure that the recommendations made to reduce carbon emissions from transport are progressed, developed, and implemented wherever possible, including:

- A 15% reduction in driven car miles by 2030;
- The rollout of electric vehicle charging infrastructure, bringing those districts with low provision up towards the levels of the best;
- A transition towards zero emission bus and taxi fleets by 2030 – including improvements to public transport, trials of on-demand electric buses, and infrastructure for walking and cycling; and
- Exclusion of diesel van and trucks from urban centres by 2030.

With transport being the main cause of greenhouse gases in Cambridgeshire and Peterborough, the LTCP becomes central to reducing emissions successfully and fairly.

5 Equity, equality, and safety

There continues to be a disparity in economic growth across the CPCA region. This is particularly evident in the growth of businesses from micro (0-9 employees) to small (10-49). Between 2015-2020 the number of small businesses in Cambridge increased by 34% and by 23% in South Cambridgeshire compared to just a 4% growth rate in Fenland. A recent report by [OSCI](#) into 'left behind' neighbourhoods (areas with high deprivation and relatively poor infrastructure) in England identified Wisbech in Fenland. One Wisbech ward scoring in the top one hundred for places with such characteristics out of over 8,000.

Looking at the Index of Multiple Deprivation, Peterborough ranks as the 51st most deprived out of 317 district and unitary councils nationally. Peterborough is therefore in the most deprived 20% (quintile) of local authorities in England. This is reflected in lower-than-average health and educational outcomes for the city.

The trend in those Killed or Seriously Injured (KSI) on the areas roads is relatively flat, increasing between 2015-2017 then falling between 2017-2020, comparing 2015 and 2020 figures there has been a small increase of 43%. Given

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Commented [AC04]: Most major change. Figures do not match latest publication. Surface transport related emissions figure previously stated does not reflect positive trend of decline in CO2 emissions from transport, albeit CPCA slower than national rate. With the moving away from figures in report not clear how to restructure - may need additional changes to flow better?

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the increases in road traffic this should be viewed **relatively** positively. Each area continues to have different high-risk groups; for Peterborough, pedestrians & motorists; Cambridge, cyclists & pedestrians; elsewhere in Cambridgeshire, motorists, and motorcyclists.

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Commented [AC06R5]: Comparing 2015 and 2020 is fairly flat, year by year shows rise then decline.

6 Public health and air quality

Across Cambridgeshire & Peterborough, there are areas that suffer from poor air quality. Hotspots with a high concentration of business activity and transport movements lead to localised air quality problems. There are seven Air Quality Management Areas (AQMAs) in the region linked to the transport network. Addressing the causes of these hotspots, as well as other locations where poor travel-related air quality negatively impacts our health is key to the overall success of this LTCP.

The transportation of goods by freight plays a key role in servicing Cambridgeshire and Peterborough's industry, communities and supporting our growth and economic development. Freight offers our residents choice as consumers and businesses, keeping the county thriving and attractive. As we continue to grow, so does the volume of goods traffic and the potentially adverse impact on our local communities' public health, safety, and air quality.

7 Future of mobility – electric and digital connectivity

Reducing greenhouse gas emissions and removing air quality management areas requires a multifaceted approach, including encouraging better use of active travel modes such as walking and cycling, improving public transport, and increasing the number of electric vehicles in use. Electric vehicles require appropriate infrastructure, such as charging points, before they become a viable transport option.

The more urban areas of South Cambridgeshire, Cambridge and Peterborough all have charging point numbers broadly in line with the national average, while the more rural areas of East Cambridgeshire, Huntingdonshire and Fenland have numbers significantly below the national average. If widespread roll-out of electric vehicles is to become a reality across Cambridgeshire and Peterborough, a concerted effort will be needed to provide better charging provision across its geography, not only in more urban areas.

There are several barriers to uptake of EVs and hydrogen vehicles in Cambridgeshire and Peterborough and nationally, including:

- A lack of charge points – at home, at destination locations and on the strategic road network. Grid constraint – new and existing developments lack the necessary electricity distribution capacity to install charge points.
- Cost of vehicles – new EVs are significantly more expensive than internal combustion engine vehicles.
- Public perception – as an unfamiliar technology, not yet adopted at scale, there are issues around perceived reliability/range etc.
- Varied charging adapters – different car makes/models use different adapters decreasing the number of available charge points.
- Varied business models – different payment methods prohibit the uptake of EVs

The Alternative Fuelled Vehicle Strategy will ensure our continued focus on the development of the appropriate infrastructure across the region.

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In the same way that electric vehicles require charging infrastructure to make their roll-out a reality, autonomous vehicles need good mobile coverage to operate effectively. It is expected that for autonomous vehicles to be effective 5G coverage will be required. 5G is currently unavailable in some areas of the UK, but current rates of 4G coverage provide a good proxy for what 5G coverage might look like in the future.

8 The Impacts of Covid-19

The Covid-19 pandemic has had a very specific impact on trends in transport and travel. It has depressed travel across all modes of transport and accelerated the propensity for people to work at home; referencing 'Working from Home Propensity and Capacity Release' *"Our model predicts that if people who used to commute by car and who are now working from home were to continue to do so for two days per week, between 10% to 12% of peak hour traffic would be removed"*

Looking at local data shows that travel has been significantly curtailed in some places but has remained the same or increased in others.

Bus ridership is still (April 2022) significantly below pre-pandemic levels, with Stagecoach reporting an average reduction of around 68% across all services served from its Cambridgeshire depots. In both Cambridge and Peterborough motor vehicle movements have returned to near pre-pandemic levels.

Rail travel in Cambridgeshire and Peterborough as measured by entries and exits to stations saw a small drop in 2019/20, and then a 79% drop in 2020/21. Passenger numbers have since recovered but are still significantly below pre-pandemic levels, particularly for commuting trips. Intercity rail movement has been reduced considerably (commuting previously made up over 50% of heavy rail use). Pedestrian footfall measured around the station square Cambridge being 44% below pre-pandemic levels.

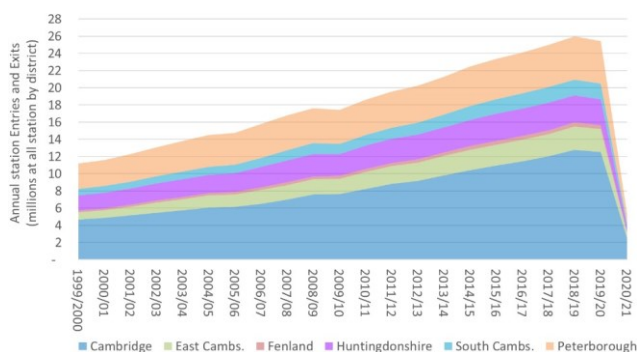


Figure 1 - Needs a caption

The various forecasts available for the economic recovery, point to the third quarter of 2022/23 as the point whereby the economic value lost during the pandemic will be restored (excluding any resurgence of the virus). From that point forward will be when a proper view of the pandemic's longer-term impacts on travel can be drawn. The CPCA has commissioned a renewal of the Regional Transport Model and a significant data collection exercise for this will be carried out in the Spring of 2023.

This is the point at which the extent to which changes will revert or endure across our area will be known. Until that point it would be premature to

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assume that long-term behaviour change will be significant enough to change transport policy.

9 Potential Future Trends: Post Covid-19

Whilst the actual long-term changes are yet to be established, the National Infrastructure Commission study 'Behaviour Change and Infrastructure Beyond Covid-19' provides a firm understanding of the possible scale and scope of the changes. Noting that it is not just the Covid-19 pandemic that will be driving the increase in home working. Research for British Telecom, Open Reach estimates that the impact of the roll out of full fibre broad band will see one million more people working from home, saving an estimated 300m commuter trips by 2025.

Focusing on four specific trends, working from home, social wariness, dispersal from cities and the use of virtual tools the author's scenarios show a possible future reduction in public transport use for travel to work in the range of 10%-20%. Within all scenarios there is an increase in demand for digital connectivity and digital services and modest (10%) reduction in private car travel. However, these figures need to be seen in the context of predicted population growth, which is very high in some parts of the region.



EAST CAMBRIDGESHIRE

Overview

Each district of Cambridgeshire and Peterborough is different; hence we have developed distinct strategies for the geographical areas of Peterborough, Greater Cambridge, Huntingdonshire, East Cambridgeshire, and Fenland. These are set out in this chapter, and each reflects local transport constraints, opportunities, and patterns of growth.

Each strategy outlines the major schemes expected to be delivered within each area to deliver our objectives, both directly by the Combined Authority and in partnership with other local and national stakeholders. Some aspects of the strategies are, by necessity, still under development and hence all schemes will need to demonstrate value-for-money and affordability, together with alignment with our strategic priorities before they are able to proceed.

Each strategy is set out below, and includes:

- Summary of recent and planned growth, and local transport constraints;
- Progress and projects delivered to date; and
- Transport schemes to help deliver each strategy.

Background

East Cambridgeshire is a largely rural district with a population of approximately 81,000, centred around the cathedral city of Ely to the north-east of Cambridge. Along with Ely, there are two other urban settlements – Littleport and Soham. Approximately 45% of the district's population live in these three settlements, with the remainder spread between approximately fifty villages and hamlets.

The district benefits from an attractive rural environment, including the special landscape and ecological [and agricultural](#) value of the Fens, numerous historic villages, and the famous Anglican cathedral within Ely.

Ely forms the centre of East Cambridgeshire, acting as the district's main employment hub, and forming the key leisure, retail, and education centre. The district also has close connections to Cambridge. According to the previous Census, 21% of East Cambridgeshire residents commute to work in Cambridge. Many others work elsewhere, with only 40% of employed people who live in the district also working there. ~~This trend is likely to have increased further and it is anticipated that the 2021 Census results will show this.~~ Reliable, high quality transport links, in particular to the Greater Cambridge sub region are key to supporting the district's economy.

Recent Developments

Recent years have seen significant growth in East Cambridgeshire, with the population growing by 11% in the decade to 2017, greater than anywhere else in Cambridgeshire. Ely has been the focus for much of this growth and is strongly associated with the success of the Greater Cambridge economy. However, other than the recent construction of the Ely Southern Bypass and the new railway station at Soham, there has been limited delivery of major new transport links.

The *East Cambridgeshire 2015 Local Plan* sets out the district's proposals to grow by 11,500 dwellings and 9,200 jobs by 2031, typically focused on the fringes of the largest settlements of Ely, Soham and Littleport. This includes:

- 4,000 homes within Ely, including 3,000 at Ely North;
- 2,300 homes within Soham, focused on the eastern and southern edges of the town;
- 1,500 within Littleport; and
- 1,900 within smaller villages in East Cambridgeshire.

The development of a major employment site on the edge of Ely- Lancaster Way and the Leisure village present challenges in terms of encouraging active travel use to access these sites. It is important to have a combined land use and transport approach to ensure access is provided for all modes.

Transport Challenges

In common with much of Cambridgeshire, East Cambridgeshire is a predominantly rural district which brings its own challenges in terms of accessibility to services, viability of bus services and reliance on the private car, with approximately 79% of trips to work within the district made by private car or van. The need for improved cycle and pedestrian links was the most commonly cited need in East Cambridgeshire in the most recent consultation on the LTCP, followed by the need for improved connectivity of transport services in rural areas and the need for new trains stations and lines.

Bus services

The current bus service offer for East Cambridgeshire is very limited. They are not direct or convenient due to long journey times and do not provide a viable alternative to the private car. Some communities have no bus service at all. Accessible and affordable public transport is essential for many rural residents, yet bus use is declining, a trend which has been exacerbated by the COVID-19 pandemic. Low population density and longer distances to travel make practical and commercially sustainable public transport difficult in rural areas.

Rail services

Whilst rail provision in the district is arguably better than that for buses, it clearly only serves certain areas directly. Ely is well-served by the rail network, with direct services to Kings Lynn, Cambridge, London, Norwich, Stansted Airport, Peterborough and the Midlands and the North West. However, some services, particularly on the Kings Lynn – Cambridge – London corridor especially during peak times, suffer from severe overcrowding. Whilst other services such as those to Ipswich are too infrequent (two hourly) and do not offer a genuine, realistic, and attractive option for many. In addition, the complex junctions north of Ely act as a key constraint on capacity and make it difficult to run additional train services for both passengers and freight. In order to truly realise the full potential of Soham Station, double tracking, and the provision of the Snailwell Loop is necessary to allow increased capability (new and quicker routes) and capacity (headway) to serve the community.

Active Travel

High-quality walking and cycling infrastructure, particularly outside Ely, is extremely limited. A public consultation was held in 2020 asking people to identify new cycling and walking routes which the Council could prioritise to complete gaps in the network, especially those that will encourage more local walking and cycling journeys to access places of education, employment, health care, public transport and essential services. A list of priority routes has been developed so that the Council has a set of schemes that are ready to submit when funding becomes available

. Despite the 2011 Census revealing that in East Cambridgeshire, 12% of travel to work trips are under 2km, only one in seven are made by active travel modes. There are various barriers that exist which prevent people from considering using active travel modes for their journeys. In rural areas in particular, the dominance of travel by car and road space allocation, the poor condition and connectivity of any existing active travel networks, and the conflicting needs of different roads users are amongst the reasons that people give for using the private car instead of active travel modes. Within this rural district it has been and will continue to be difficult to adhere to the government's guidelines LTN /120 due to the nature of the infrastructure roads. Without investment in active travel infrastructure, travel by these modes is unattractive. This can contribute towards congestion from shorter car trips, a deterioration in local air quality and missed opportunities to improve the health of local communities.

HCVs

. Other

than the A14 to the south, the highway network in the district is comprised of rural, single-carriageway A-roads such as the A10. These roads can suffer from traffic congestion, air pollution and safety issues for all modes, especially those associated with slower agricultural traffic and HCVs. Ely's historic city core suffers from localised congestion and significant HCV traffic, due to the routing of these vehicles that undermines its attractiveness as a destination for tourism and shopping. In addition, certain areas of the city are not pleasant to walk and cycle within and through, therefore a careful balance is required between the need for access and retaining a thriving a diverse High Street.

Road safety

Many of the district's rural roads have poor safety records, with a combination of high traffic speeds, mix of traffic types and substandard alignments leading to a higher-than- average number of serious and fatal collisions.

East Cambridgeshire does benefit from a range of community transport services, including flexible 'Dial-a- Ride' services and community car schemes. There is significant scope to create a more integrated, multi-modal transport network, with integrated ticketing, better and seamless connections, and interchange between modes.

Progress to date

Several major improvements to the transport network within East Cambridgeshire have recently been delivered, helping the district support growth and improve quality of life for residents. Completion of the Ely Southern Bypass in 2018 has eased congestion around Ely by better connecting Stuntney Causeway and Angel Drove. In addition, it significantly improved safety by removing the need for heavy commercial vehicles to use the railway level crossing and avoid an accident-prone low bridge. The key scheme was delivered through effective partnership working, with funding provided by Cambridgeshire County Council, East Cambridgeshire District Council, the Combined Authority and Network Rail.

However, in terms of other highways improvements aimed at relieving congestion and safety, so far only smaller and interim junction improvements have been delivered, largely on the A142 corridor, with more long-term solutions for this corridor under investigation. The roundabouts linking the A10 and the A142 at Ely, the Lancaster Way roundabout improvements has notable relieved congestion.

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Improvements have also been made to pedestrian access over the River Ouse, by constructing a new walkway attached to the bypass bridge that faces towards Ely. This link provides connectivity between the Fen Rivers Way and Ouse Valley Way footpaths, providing a new circular walking route for residents and visitors to Ely.

Enhancements have been made to the Kings Lynn to Ely, Cambridge, and London rail route, with eight-car trains now in operation between Ely and Kings Lynn, facilitated by the completion of longer platforms at Littleport station. In addition, Soham Station opened in 2021 and will make rail travel easy for people in Soham and the nearby villages.

Our Approach

It is our aim that investments in public transport, will be supported by walking and cycling improvements to make longer- distance journeys to, from and within East Cambridgeshire quicker and more reliable. A safe, integrated transport network will allow residents new access opportunities to employment, health, leisure, and retail opportunities destinations to whilst supporting the region's overall growth aspiration and ambitions. Improvements to both road and rail will ensure that public transport continues to offer an attractive and viable alternative to the private car and reduce car dependency; whilst those whose journey is better suited to the private car will be able to travel on more reliable, less congested, and safer roads. Effective planning and provision of sustainable transport options for new developments, in conjunction with highway improvements where required, will help to promote healthy lifestyles, and improve air quality, while ensuring that the district continues to offer an outstanding quality-of-life.

Active Travel

We will continue to investigate, develop, and deliver proposals for new, high-quality active travel infrastructure that will be accessible for all, including pedestrians, cyclists, and horse riders across the East Cambridgeshire district. This will be done in line with the draft Cambridgeshire Active Travel Strategy (September 2022) and based around the following '4 Es' principles:

Embrace Active Travel as a transport priority in Cambridgeshire;

Enhance the existing network of pavements, footpaths, cycleways, bridleways and other public rights of way so it is connected and fit for purpose;

Expand existing routes to create a well-connected, safe, joined up active travel network;

Encourage modal shift to active travel modes through a variety of initiatives focussed on encouraging and supporting behaviour change

It is important to connect the rural areas and villages with key services by upgrading
 It is important to connect the rural areas and villages with key services by upgrading
 It is important to connect the rural areas and villages with key services by upgrading existing links and providing new links where required. This focus on active travel and horse riders will help to make it a safer and more attractive option for local trips within and between our towns, villages, and hamlets. More journeys on foot and by bike will help to alleviate traffic congestion and improve air quality, whilst allowing those without access to a car – such as teenage children – more independence and opportunity to travel.
Development of active travel schemes in the district will be guided further by schemes identified in the Cambridgeshire Local Cycling and Walking Infrastructure Plan, developed by Cambridgeshire County Council and the East Cambridgeshire Cycling and Walking Routes Strategy, developed by East Cambridgeshire District Council.

Bus services

Bus services

Bus services

Bus services

Bus services

Bus services

Bus services

To accompany improvements to our strategic transport links, we will prioritise investment in and support for our local public transport network, ensuring access of opportunity for all. The principles set out in our draft Bus Strategy (November 2022), particularly around bus travel in rural areas will guide how funding is directed to support an improved bus network in the district. Demand responsive and community transport will be part of the solution, as will closer integration of different travel requirements, such as education, social care and health transport. Our proposals for the bus network, as set out in the Bus Service Improvement Plan (BSIP), will deliver frequent, reliable services along key corridors in East Cambridgeshire. These could include links to and between key conurbations such as Newmarket, Soham, Ely, March, Chatteris, Sutton, Ely and of course Cambridge.

We have and will continue to work closely with partners and East Cambridgeshire District Council to deliver their recently adopted bus services strategy. The New Bus Services for East Cambridgeshire prospectus sets out a series of proposed bus service improvements, which are a combination of new scheduled services, improvements to existing services and demand responsive transport services (DRT). Following the DRT trial in West Huntingdonshire the success, efficiency, viability, and cost effectiveness of the scheme will be assessed ahead of extensive extended rollout of DRT across East Cambridgeshire. This will be investigated and delivered if appropriate to improve connectivity to key destinations such as employment, education, health, retail, and other services. This will improve greater connectivity with transport interchanges on key corridors such as railway stations and public transport interchanges to ensure better connected communities are delivered across the

district. Also proposed new services will be based on the Ely Zipper model including fewer stops, shorter journey times, hourly service and travel in one direction in the morning, which is reversed in the afternoon. As well as being frequent, services also need to operate to regular clock face timetables to encourage use.

In relation to the above, we will continue to support localised community transport and demand responsive services to provide improved accessibility for all. This will reduce social exclusion by providing access for those located in rural villages without access to a conventional bus service and those individuals without access to a private car.

Rail services

We continue to work with Network Rail to deliver additional capacity through the Ely area for We continue to work with Network Rail to deliver additional capacity through the Ely area for We continue to work with

Network Rail to deliver additional capacity through the Ely area for the benefit of passenger and freight services. The EACE project will help to deliver additional rail services, including to Cambridge, Kings Lynn, Peterborough, and Ipswich, and provide the capacity for any future services to Wisbech. The scheme should ensure more reliable journeys for all passengers whilst providing additional capacity for freight services between Felixstowe and Nuneaton, hence reducing the need for freight to be transported by heavy goods vehicles along the A14.

The benefits brought about the implementation of the EACE will be maximised by the double (twin) tracking of the Ely to Soham route. These two schemes will provide much-needed additional capacity, create new journey opportunities, and deliver faster, more frequent rail journeys for passengers, whilst maintaining highway access for residents and businesses in Queen Adelaide. These schemes form part of a rail package for the area that also includes the Snailwell Loop and Dullingham Loop.

Together with improvements to our rail network, we will explore how these services can be better integrated to provide a seamlessly integrated public transport network including improved timetabled connections, interchange facilities and common ticketing. These improvements in delivering an integrated and high-quality public transport network, will ensure that it genuinely acts as an alternative to the private car, allowing everyone to easily access employment, education or key services elsewhere and thereby reduce social inclusion. We also recognise the importance, in terms of accessibility, of ensuring public transport fares are affordable, so we will work with bus and train operators, as well as Local Authority partners to help deliver solutions for this.

Park & Ride provision

It is recognised that in a predominantly rural area, it will sometimes not be practical for people to complete their entire journey by active travel modes or by using public transport provision. Park and Ride can help to reduce the number of vehicles - and their associated impacts on the environment and congestion - entering Cambridge by intercepting vehicles before they get into the congested city centre. New Park & Ride provision on the A10 corridor at Waterbeach will be investigated this would provide a link to central Cambridge and the North East Cambridge area. This alongside the relocation of the Newmarket Road Park & Ride site, will increase the capacity of the Park and Ride offer to the north and east of the city. These form part of the GCP's City Access proposals and will help to limit the impacts on Cambridge of car-based trips originating in East Cambridgeshire,

by intercepting more of these trips before they reach the city. This is an important tool in reducing carbon emissions, assisting in our fight against climate change and ensuring that we meet the stated ambition of a 15% reduction in car mileage. However at this time, East Cambridgeshire District Council does not support Congestion Charging, Road Pricing, or a Work Placed Parking Levy.

Highway improvements

East Cambridgeshire, reflecting its rural geography and the lack of an integrated high-quality public transport and active travel network, remains heavily reliant on its highway network, particularly to travel between and within its towns, villages, and hamlets. Population growth, combined with increased long-distance commuting and a successful local economy, means that investment in tackling key 'pinch points' across the network is necessary. This alongside funding for sustainable transport, is required to reduce congestion, improve journey time reliability, and address the underlying safety and health concerns.

Capacity is most constrained on the A10, which links Littleport, Ely and Waterbeach to Cambridge. This route suffers from peak-time congestion that adversely impacts on all modes, as well as having a poor road safety record. We will prioritise investment to improve journey time reliability for drivers and freight movements and address safety issues for all modes along this corridor, particularly in relation to junctions and road capacity. In addition, we will provide for a new high-quality segregated offroad facility for pedestrians, cyclists, and horse riders along the route's length from Ely to Cambridge. In addition, work will continue on the A142 capacity study, and we will work with partners to assess and develop potential solutions to the A14/142 junction.

Continued support for electric vehicles will ensure we deliver the aims and objectives of the East Anglian Alternative Fuels Strategy and ultimately help us to reduce carbon emissions thereby ensuring we continue to our drive towards net zero

Strategic Projects

North / South

The A10, and the parallel Cambridge to Kings Lynn railway line, form the main transport links between Ely and Cambridge. They enable travel between Fenland, East Cambridgeshire, West Norfolk, and Cambridge, and directly serve key centres on the northern fringe of Cambridge and on the routes themselves. The Cambridge Science Park and neighbouring innovation centres and business parks on the northern fringe of Cambridge are home to an exceptionally high-performing cluster of high-tech and knowledge-based businesses. Lancaster Way business park is also a key employment site. Because of their position linking these employment sites to residential areas in Ely and beyond, the road and rail links are in high demand and therefore very busy, particularly at peak times when there is extensive congestion.

The A10 Ely to Cambridge Improvement project includes a package of transport measures and options designed to address these challenges, with the longer-term aspiration of

reducing congestion, and therefore improving the efficiency and performance of the A10 between Ely and Cambridge for all modes of travel, whilst not detracting from achieving our climate change and net zero aspirations.

Improvements to the highway network through a series of enhancements to junctions, such as to the A142/Lancaster Way roundabout and the A142/A10 'BP' roundabouts, will help to support employment development; for example, at the Grovemere and Lancaster Way Business Parks. As part of these works it will be essential to deliver the cycle/pedestrian crossing over the A10 near to the BP roundabout in order to make the Active Travel option attractive. These improvements, will provide a safe route for pedestrians, cyclists, and equestrians, helping to provide attractive alternatives to the private car. Some of improvements to the Lancaster Way and the 'BP' roundabout have already been delivered on an 'interim' basis, whilst further investigations are undertaken to understand how best to deliver a longer-term solution.

Further work is planned to prioritise specific capacity and safety improvements to the A142 corridor, where a high proportion of fatal collisions remain a local concern.

East / West

We will continue to work with Suffolk County Council and West Suffolk Council to investigate potential options for junction improvements at Exning, Junction 37, where the A142 from Soham and Ely meets the heavily congested A14, and at Junction 38, where the A14 and A11 (towards Norwich) converge. The congestion at these pinch points is not only a safety concern but also has knock-on impacts on journey time reliability.

Local Projects

Active Travel Improvements

East Cambridgeshire District Council's Corporate Plan 2021-2023 included a promise to champion and improve the strategic cycle and footpath network across the district. A list of priority routes has been developed so that the Council has a set of schemes that are ready to submit when funding becomes available.

The District Council sought the views of residents around where they would like to walk or cycle to but cannot due to a significant barriers including:

- The maintenance level of the infrastructure;
- Street clutter obstructing the footpaths;
- Insufficient street lighting; and
- There not being safe crossing points along the route.

In addition, supporting infrastructure such as cycle parking, adequate signage and promotion of existing routes are also needed to encourage people to use active travel across the district.

East Cambridgeshire District Council has recently adopted a key strategy related to walking and cycling. The East Cambridgeshire Cycling and Walking Routes Strategy identifies new cycling and walking routes that will create better links to employment, learning, healthcare and wellbeing support, shopping, leisure facilities. The networks of routes will be focused on and around public transport hubs and town centres, to make cycling and walking the natural choice for shorter journeys or as part of a longer journey. In addition, the District Council has

Rail improvements

It is important that parallel upgrades to the level crossings at Queen Adelaide be provided as part of the EACE scheme, which will support the need to deliver additional rail services, while ensuring that road network access for residents and businesses in Prickwillow, Queen Adelaide and North Ely is maintained. The EACE has already been subjected to initial public consultation. Further development to the scheme and another round of public [took place](#) in 2022. Subject to funding, a final round of public consultation will commence in 2023, before a Transport and Works Act Order is sought prior to its submission to the Secretary of State, currently proposed for 2024.

Ely

By far the largest housing allocation within the district is planned for the north of Ely, with approximately 3,000 homes at the Church Commissioners site to the east of Lynn Road and the Endurance Estates site between Lynn Road and the A10. To support the sustainability of this development, enhance accessibility and reduce transport related emissions, it is essential that reliable and frequent bus links are provided to and from the development, ensuring access to Ely city centre and the railway station. This link must be aligned with the overarching public transport network and strategy to ensure a seamless integrated of the bus services. In addition, an extensive package of pedestrian and cycle links to connect the development to the rest of the city and key nearby local centres and services is imperative [and set out in the 2014 North Ely Supplementary Planning Document](#).

In addition to EACE, improvements are planned to public transport interchange facilities, pedestrian and cycle access and car and cycle parking at Ely Railway Station. These improvements aim to facilitate access to the rail network in the district, thereby improving residents' and visitors' ability to access key destinations.

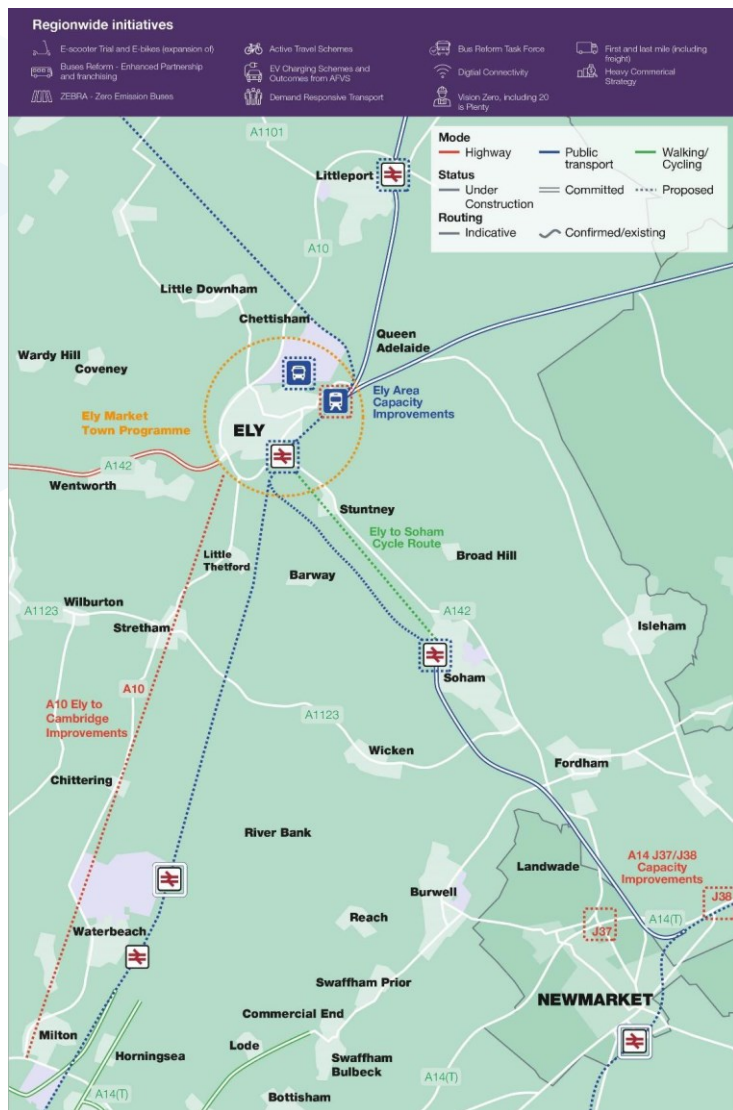
North of the Ely North Junction, all three lines cross the B1382 at Queen Adelaide. Since increasing the number of trains will have an impact on traffic and safety at the level crossings, work has also been undertaken to assess highway investment options on the B1382 to mitigate the local impacts of unlocking the strategic benefits to the rail network to ensure that highway access to Queen Adelaide, and neighbouring settlements, is maintained.

Soham

Soham has also been allocated significant growth within the Local Plan, with 2,300 additional homes by 2031 concentrated on the southern and eastern edges of the town. Despite a population of more than 10,000, [the public](#) transport provision is now limited to infrequent rail and bus services.

Following the opening of a new railway station at Soham we will continue to lobby Network Rail for the doubling of the track [and](#) capacity between Ely, Soham, and Newmarket. This will include the rebuilding of the 'Snailwell Loop' at Newmarket that is currently being explored for the longer-term which could support additional services, including direct to Newmarket and Cambridge.

[Connectivity with and to, the new railway station in Soham will help to support new developments by making the town a more attractive place to live, improving public transport links and offer a real alternative to the private car for residents.](#)



**GREATER
CAMBRIDGE**

Overview

Each district of Cambridgeshire and Peterborough is different; hence we have developed distinct strategies for the geographical areas of Peterborough, Greater Cambridge, Huntingdonshire, East Cambridgeshire, and Fenland. These are set out in this chapter, and each reflects local transport constraints, opportunities, and patterns of growth.

Each strategy outlines the major schemes expected to be delivered within each area to deliver our objectives, both directly by the Combined Authority and in partnership with other local and national stakeholders. Some aspects of the strategies are, by necessity, still under development and hence all schemes will need to demonstrate value-for-money and affordability, together with alignment with our strategic priorities before they are able to proceed.

Each strategy is set out below, and includes:

- Summary of recent and planned growth, and local transport constraints;
- Progress and projects delivered to date; and
- Transport schemes to help deliver each strategy.

Background

Greater Cambridge includes both the city of Cambridge and the surrounding district of South Cambridgeshire and has a combined population of approximately 308~~6~~,000 people. The Greater Cambridge area is important to the national economy and includes the historic city centre; two [worldclassworld class](#) universities; internationally renowned high-tech research, innovation, and science parks (including the largest centre of medical research and health science in Europe: the Cambridge Biomedical Campus); and more than one hundred rural hamlets, villages, and three new towns under development.

Cambridge itself forms the centre of the region, with a population of approximately 146,000 people. It includes a city centre with an extensive retail, leisure and tourist offer, two universities, and a number of large employment sites. Many residents cycle or travel by public transport to work: 52% of people cycle at least once a week, greater than any other Local Authority area in the country.

South Cambridgeshire, by comparison, is a predominately rural district, comprising over a hundred villages and hamlets of a variety of sizes and with varying degrees of connectivity by public transport and active modes. There are also four new settlements under development. Cambourne is the most established, a new settlement located ten miles west of Cambridge. [Cambourne West \(2,350 homes\), and adjacent new village at Bourn Airfield \(3,500 homes\) are planned whilst the emerging Local Plan indicates the potential for a significant number of 2,000further additional homes.](#) Northstowe, a new town located five miles north-~~east~~-west of Cambridge, is in development and due to grow to accommodate approximately 10,000 homes, whilst a new town north of Waterbeach of 11,000 homes has planning permission and early work has started. [A new village at Bourn Airfield of around 3,500 homes is also proposed for development.](#)

Aside from the cluster of biotechnology and science parks located in South Cambridgeshire, including the Cambridge Science Park, the Wellcome Genome Campus, Babraham Research Campus and Granta Park, the area predominately looks to Cambridge for employment, shopping, leisure, and major services that complement those located within the

district or market towns just outside. 23,400 South Cambridgeshire residents commute to work in Cambridge, compared to 23,800 who work within the district itself.

Recent Developments

Greater Cambridge has grown significantly over the last two decades, with more businesses choosing to locate in the area. This has put pressure on the area's transport infrastructure. According to Cambridgeshire County Council's 2018 population estimates and forecasts, Greater Cambridge's population has increased by 12% over the past ten years, while property prices have increased by more than 64% between 2011 and 2021. Greater Cambridge is now one of the most unaffordable places to live in the country, with average house prices more than ten times average local earnings in 2021. This has the potential to undermine quality-of-life and the region's attractiveness as a place to live and work. Recent growth has seen the historic development pattern of Greater Cambridge change significantly in recent years, with Cambridge emerging as the heart of a rapidly growing, polycentric city region.

Historically, employment and economic activity in the city was focused around the city centre but beginning with the construction of the Cambridge Science Park in 1971, development has increasingly occurred on the city 'fringe'. Partly reflecting the constraints on land for development in and around the city centre's historic core, Cambridge's development and employment has become increasingly decentralised, with existing and planned employment and leisure activity focused within six key areas:

- Cambridge City Centre;
- Cambridge Station, CB1 and Hills Road;
- Cambridge Biomedical Campus and 'Southern Fringe';
- North East Cambridge, including Cambridge Science Park;
- West Cambridge and North West Cambridge (Eddington); and
- Cambridge East.

Collectively, these sites account for 63% of all jobs within the Cambridge urban area, and 40% of all jobs within Greater Cambridge. Growth in the Cambridge urban area, as proposed through the 2018 Cambridge and South Cambridgeshire Local Plans, is largely focused in these areas, which benefit from agglomeration and better good-labour market accessibility than more rural areas.

Both Cambridge and South Cambridgeshire have plans to meet identified development needs, which will require continued investment in the region's transport network to provide the capacity, connectivity and accessibility required. More than 33,500 homes and 44,000 jobs are expected to be delivered by 2031 under both districts' adopted 2018 Local Plans, where the most sustainable locations are prioritised first for growth. Housing growth is proposed under the Plans from 2011 to 2031:

In the existing urban area of Cambridge (6,800 homes);

- Within defined fringe sites on the edge of Cambridge, and sites proposed to be released from the inner Green Belt boundary (e.g., at North West Cambridge) (12,700 homes);
- Within existing and newly identified new settlement locations at Cambourne, Northstowe, Bourn Airfield and Waterbeach (8,100 homes); and
- Lastly within identified villages (8,200 homes), reflecting the difficulty in achieving sustainable growth in these locations.

In 2014, the Greater Cambridge area negotiated a City Deal with government, delivering up to £500 million of grant funding to invest in projects to support future sustainable growth as outlined in the 2018 Local Plans. The City Deal recognised the region's national importance and provided funding to address several key constraints to growth – particularly the transport network. The Greater Cambridge Partnership was established to plan and deliver the City Deal. Its Board comprises a representative from each of Cambridgeshire County Council, Cambridge City Council, South Cambridgeshire District Council, the University of Cambridge, and the business community.

Looking to the longer-term post-2031, the two Local Planning Authorities are preparing a joint Local Plan for Greater Cambridge which will consider the development needs for homes and jobs to 2041. The emerging plan directs development to where it has the least climate impact, where active and public transport is the natural choice, where green infrastructure can be delivered alongside new development, and where jobs, services and facilities can be located near to where people live to reduce reliance on the private car.

The Combined Authority is working closely with the Local Planning Authorities, Greater Cambridge Partnership, Cambridgeshire County Council, and other relevant partners to deliver a world class transport network in Greater Cambridge. Our partnership working here seeks to ensure that the adopted and emerging development strategy is supported by effective and sustainable transport policy and infrastructure. This includes supporting the potential role of a sub-strategy for the Greater Cambridge area, that would update the previous Transport Strategy for Cambridge and South Cambridgeshire that was prepared in parallel with the 2018 Local Plans under a previous Local Transport Plan ~~and~~. The strategy will form a 'child' document to this Plan.

Transport Challenges

Supporting growth presents a unique challenge for Greater Cambridge. There is a clear need for an ambitious approach to significantly increase transport capacity to shift current trips to sustainable modes as well as support additional trips from new residents, while tackling congestion on the highway network and creating more attractive, less car-focused places to live and work. Tackling congestion was identified in the City Deal as a key barrier to growth. The Greater Cambridge Partnership aims to reduce traffic by up to 15% on 2011 levels, equivalent to taking one in four cars off the road compared to today's traffic flows. Commuters into Cambridge by car spend on average a quarter of their journey time stuck in traffic, with significant implications for their productivity and wellbeing.

Current levels and patterns of travel in the Greater Cambridge area already have a detrimental environmental and social impact. Furthermore, the impact of this An increase in the number of people making journeys in the area will ~~have a detrimental impact on the environment if not accommodated sustainably~~ make these worse if not accommodated sustainably. Air pollution is linked to diseases such cancer, asthma, dementia, heart disease, stroke and diabetes and in 2020 contributed ~~ds to over one hundred to 121~~ early deaths in Cambridge and South Cambridgeshire ~~each year~~. The toxic pollutant nitrogen dioxide (NO₂) has, on occasions, breached legal limits for human health on Drummer Street, Emmanuel Street, Regent Street and St Andrew's Street in Cambridge. In addition, transport causes almost half (45%) of our local climate-warming carbon emissions - more than any other source. Particulate matter from transport is also of concern. Cambridge City Council, Cambridgeshire County Council and South Cambridgeshire District Council have pledged to reach net zero carbon in the coming decades. Without action, the number of car journeys may rise by up to 50% by 2031, impacting on local air quality and health outcomes, and potentially threatening the region's quality-of-life. Cambridge is a historic city, and simply

providing additional highway capacity to support growth does not form a viable or attractive option.

To address the current congestion and environmental problems, accommodate new growth and address the climate emergency we need to make sustainable transport a more attractive option than the private car for many more journeys. To do this, we will need to significantly invest in [tackling](#) the barriers that we already know prevent people using public transport or walking and cycling, as well as discouraging car trips where these could be made by other means.

Extensive public engagement has shown that reliability, speed, and frequency of public transport are all key barriers to encouraging more people to use bus services. The high cost of public transport is also often cited as a deterrent to people making the switch from private car, especially when balanced against the cost and availability of car parking. [Feedback from the GCP's 'Choices for Better Journeys' consultation in 2019 identified that if parking charges or flexible charges were introduced, additional money should be used to improve transport across the area and that it should be cheaper to travel into Cambridge by public transport than drive and park.](#) Congestion means that many bus services are comparatively slow, particularly on routes into the city, leading to poor reliability that can mean that users do not feel they can rely on the bus to travel to work or access essential services.

Bus operators highlight traffic congestion as the most important issue affecting the efficiency of operations and relative attractiveness of services. In Cambridge for example, the average speeds on roads entering the city during peak hours is less than 60% of free flow speed. Vehicular tracking data from buses identified that on routes serving central Cambridge 21% of services left their origin destination late. [The lack of bus depot provision is also problematic for operators and a further barrier to addressing the efficiency of operations.](#) Competition for road space between public transport, private vehicles and ~~nonmotorised~~[non-motorised](#) users results in delays for everyone. Accessibility to bus services can be problematic even within the city with routes largely run along radial corridors into the city centre and often not penetrating major destinations and employment sites.

Due to high housing costs within the city, there is an increasing number of people who reside outside the city and travel in for employment. Services from these towns and [the surrounding rural area](#) are often infrequent or non-existent, with services limited at evenings and weekends, undermining the ability of the public transport network to compete with the private car.

[The Greater Cambridge area is well-served by rail, with four lines radiating from the city itself, providing connectivity for the more rural areas via the village stations in South Cambridgeshire. However, accessibility to village stations can be problematic due to a lack of integration with bus services - where they exist - or poor connections by active travel. Along the Cambridge to Kings Cross line, the Meldreth, Shepreth and Foxton Community Rail Partnership has been proactive in identifying what these deficiencies are through the production of a Local Rail Improvement Plan.](#)

During the pandemic, traffic levels in Greater Cambridge fell significantly, demonstrating significant benefits for bus reliability and speeds, as well as creating safer and more pleasant environments for active travel. Recent data suggests that traffic levels are now returning to near pre-pandemic levels, with clear peaks in the morning and evening, even as significant levels of home-working continue. Bus patronage has not recovered at the same rate. Without action, trends around increasing congestion and pollution are likely to continue in the area particularly given predicted levels of growth.

Historically, Cambridge has a proud tradition of active travel. The city is unique in this country in having a very significant level of cycling, with the 2011 Census revealing that 29% of journeys to work were made by bike. The topography of the area lends itself to cycling and where safe infrastructure is provided there is strong evidence that people will commute much further by bike than traditionally assumed. Different types of bike, such as e-bikes and cargo bikes, are also expanding the range and nature of trips that people are making.

Significant investment has already been made in improving infrastructure for active travel across the city in recent years, with bold steps taken to prioritise non-motorised users over vehicular traffic. During the pandemic, many more people turned to cycling, revealing a hidden demand for more journeys to be active. However, we know that there are barriers to people undertaking more journeys by active modes.

A [GCP consultation in 2021](#) revealed recurring themes for both walking and cycling that would help support people to use these modes more often, all of which were linked to safety and the interaction with traffic. The top three changes that would support people to walk or use mobility aids more often were safer routes, less traffic, and direct routes. The top three changes that would encourage people to cycle more were more segregation, safer junctions, and quieter routes.

The challenge of increasing the use of sustainable transport is in large part due to the priority given to private vehicles over sustainable transport modes. Although through traffic has been banned from the city centre for many years, there remains a number of key routes into and around the city where private vehicles and sustainable transport compete for limited road space. Furthermore, the cost and availability of parking can determine whether people choose to leave their car at home. Although public car parking in the centre of Cambridge is priced to encourage commuters to use Park and Ride sites on the edge of the city, there is still a considerable stock of private car parking spaces. Similarly, residents' parking schemes exist in several areas but there remain many streets where parking is freely available. Neither of these situations provides a deterrent to people driving into the city, even if they could use sustainable transport.

Progress to Date

In 2020, the Greater Cambridge Partnership unlocked up to a further £400m to deliver its programme following a government review of its progress since the initial £100m investment in 2015. Recognition was given to the significant success and progress made on plans for sustainable travel into and across the city. This successful review has enabled the GCP to continue with its plans to significantly enhance the sustainable transport network, including through provision of four segregated public transport and active travel corridors, public transport, and active travel improvements on key radial routes into the city, as well as the network of Greenways and cross-city cycle improvements.

In 2021, the GCP completed the Histon Road scheme providing better bus, walking, and cycling facilities for those travelling on this busy key route into Cambridge. Phase 1 of the Chiselm Trail also opened to the public at the end of 2021, including the new Abbey-Chesterton bridge, providing walking, and cycling links between Cambridge North Station and Coldham's Lane. Work is now turning to the more detailed design of Chiselm Trail Phase 2 which will connect Coldham's Lane to Cambridge Station and Clifton Road. The GCP has completed four cross-city cycling schemes to improve key routes within the city, improvements to the A10 cycleway to Melbourn, as well as a range of early improvements on key schemes including phase 1 of Cambridge South East Transport and Greenways 'quick wins'. Work [will commence later in 2022](#) [has now commenced on Milton Road](#) to

improve infrastructure for pedestrians, cyclists, and buses. This is due to complete in 2024. on Milton Road.

Considerable progress has been made on the development of all four of the flagship public transport and active travel schemes since the previous LTP was adopted. All four corridor schemes have undergone further public consultation to advance the business case of each. The status of each is as follows:

- *Cambourne to Cambridge.* In July 2021, the GCP Board approved the Outline Business Case for the scheme and gave approval for the project to advance to the next stage of the application process by commencing work on the Environmental Impact Assessment. The consultation on the EIA will take took place in Summer 2022 with the Transport and Works Act Order (TWAo) submission scheduled for 2023.-
- *Cambridge Eastern Access.* In July 2021, the GCP Board approved the Strategic Outline Business Case (SOBC) for the scheme, which confirmed that there is a strategic case for the project. Following this, a consultation was held in late 2021 on the preferred options for public transport, cycling and walking on Newmarket Road, as well as initial plans for the Park and Ride site relocation. The Outline Business Case (OBC) for Newmarket Road was approved in September 2022.
- *Cambridge South East Transport.* Implementation of road safety, walking, cycling and horse-riding improvements along the A1307 has already begun under Phase 1 of the scheme. The GCP Board approved work on the next phase of the project, working towards the submission of a Transport and Works Act Order in late 2022/early 2023.
- *Waterbeach to Cambridge.* Following on from a consultation on initial options, the GCP Board approved the Strategic Outline Business Case for the scheme in July 2021. Work is now focused on developing preferred options for the route alignment and for the location of a new park and ride near the new town at Waterbeach.- These options will be consulted on in 2023.

The GCP is taking forward twelve Greenway routes, linking communities around Cambridge to the city through provision of new and improved active travel infrastructure. Consultation has been undertaken and budgets for all twelve Greenways have now been approved, with each Greenway now moving to a more detailed design phase. The technical design for 11 of these Greenways will be subject to engagement through 2022 and early 2023 with delivery to begin in late 2023. The Linton Greenway has already started construction as part of phase 1 of CSET.

A number of 'quick wins' have been delivered, including road resurfacing, improvements to junction safety and new crossing points, both within Cambridge but also within and between villages in South Cambridgeshire. Preliminary design is currently underway for a two-way cycle path along the north side of active travel improvements along Madingley Road, between Eddington Avenue and Northampton Street.

Cambridgeshire County Council has continued to deliver the schemes secured through its successful bid to the Department for Transport's (DfT) Cycle City Ambition Fund, the aim of which was to provide separate cycle lanes on the main roads in Cambridge and to create good quality cycle links to employment areas in Cambridge and South Cambridgeshire. This includes the newly opened bridge in Chesterton which forms an integral part of the Chisholm Trail.

The first Dutch-style roundabout in the country was opened at the Fendon Road/ Queen Edith's way/Mowbray Road junction in 2020, giving equal priority to cyclists and pedestrians

as motor vehicles through an innovative design. Since the previous LTP was adopted, the Covid-19 pandemic has had an unprecedented effect on the way people travel around in Greater Cambridge. In response to the initial wave of the disease, steps were taken within Cambridge to make it easier for people to walk and cycle around the city and to maintain social distancing. This was done through a series of experimental traffic management measures which closed various streets to through motor vehicle traffic. Following the trial period, the County Council as highway authority has decided that all the trials should be made permanent.

More widely, various schemes have been delivered to encourage uptake of active travel. This includes an e-scooter trial in Cambridge as well as e-bike hire and an e-cargo bike scheme to give residents and businesses the opportunity to try these out.

Alongside improvements to sustainable transport infrastructure, the Greater Cambridge Partnership has continued to develop proposals to significantly improve bus services across the Cambridge travel to work area, encourage uptake of active travel, and identify a mechanism to create space and raise revenue in order to deliver these improvements. In autumn 2021, the 'Making Connections' consultation set out proposals for an improved bus network and explored measures that could be delivered to create space for walking and cycling, alongside improving bus speeds and reliability, and options for raising money to pay for improvements to the transport network. Shaped by the feedback from that process, a proposal for a package of bus and active travel improvements, funded by a Sustainable Travel Zone within which drivers will pay a charge, has been out to consultation during Autumn 2022. The GCP's Executive Board will review the responses to the consultation and make recommendations about the way forward during 2023. The implementation of any future charging scheme would be a decision for Cambridgeshire County Council as the highways authority. If there were to be a decision to proceed, bus network improvements and fare reductions could start to be implemented, front funded by the city deal funds, from as early as the end of 2023.

The first steps towards a move to cleaner buses has been made through a successful bid to the Department for Transport for a grant towards thirty new zero emission double decker buses which will come into service early in 20223. The £4.295m grant forms 26% of a partnership between the Combined Authority, the Greater Cambridge Partnership, and a local operator. The buses will operate on the Park and Ride and Citi2 routes and will also include in-depot charging and charging infrastructure at one Park and Ride site. This follows an initial pilot of 2 electric buses operating in the city co-funded by the GCP and Stagecoach.

A number of schemes being advanced by other partners which connect the city to the wider strategic rail and road networks have also made progress since the last LTP was adopted. Plans for the new Cambridge South Station were approved by the Secretary of State in December 2022, have been progressed through the statutory processes with a public inquiry held in early 2022 and a decision is anticipated later in the year.

The upgraded Huntingdon to Cambridge A14 opened in May 2020, delivering twenty-one miles of new and upgraded road, as well as improvements to connections for cyclists, walkers, and horse riders. The other major highway scheme in this ~~is~~ area – the A428 Black Cat roundabout to Caxton Gibbet scheme - received approval from the Secretary of State in August 2022. – has been subject to public examination and a decision is anticipated in summer 2022.

Our Approach

Our strategy for addressing the transport challenges that the Greater Cambridge area faces involves transforming the sustainable transport offer, so more people choose to travel by public transport, cycling and walking and fewer by car. In doing so, we will be flexible and responsive to changing patterns of mobility and technology, and improve accessibility to jobs, services, and leisure opportunities for all our residents.

The public transport network needs to be quicker, more reliable, and convenient than the private car. To do this, it is essential that the whole journey is considered, and an integrated, and high-quality public transport system is provided, which seamlessly connects with other modes for the first and last mile. It also needs to be able to compete on cost.

Figure x (add in GCP Future Network Map 2030) illustrates the GCP's Future Network 2030 vision and includes wider strategic infrastructure being delivered by other bodies. This includes a new railway station serving the Cambridge Biomedical Campus and the introduction of a completely new railway line into Cambridge from the west as part of East West Rail. Building on this, the vision shows a significantly improved bus network, linked to a number of travel hubs. Integral to this network will be four segregated corridor schemes designed to offer better public transport and active travel routes to the west, north, east and south east of the city. These routes have been identified as essential to linking the growing communities along each corridor, including Cambourne and the new town north of Waterbeach as well as large employment clusters at West Cambridge, North East Cambridge, Cambridge Biomedical Campus and Granta Park. In addition, it sets out a strategic network of greenways and city cycling improvements for non-motorised users which will provide the backbone of a comprehensive network of infrastructure for active travel that stretches outside the city.

This framework provides the basis for a transformed public transport network that will better connect the places where people currently live and work, as well as encompassing the new and growing areas. This will include more rural connections as well as new routes into employment centres, coupled with more frequent services and longer operating hours. Figure x (add in GCP Future Bus Network map) illustrates the Future Bus Network 2030 and shows how contemporary Cambridge with its polycentric employment sites, railway stations and Park and Ride sites will be better connected to the surrounding rural areas.

Travel hub capacity will be enhanced to enable people to join the sustainable transport network further from Cambridge. The travel hubs will link up bus, cycling (including facilities for e-bikes) and walking networks and capacity enhancements to the Park and Ride provision. This will see an additional 10,000 Travel Hub spaces provided through the extension of existing sites and the addition of new sites along key corridors. This additional ring of Travel Hub sites will be seamlessly integrated into the surrounding local transport networks, acting as travel hubs with high-quality interchange between local bus and demand-responsive services, together with the walking and cycling network.

To genuinely be able to compete with the private car, services in rural villages will have longer operating hours and higher frequencies. This may include a core, rural service, and a move towards demand responsive transport such as the TING service being trialled in west Huntingdonshire and will be better connected to railway stations and travel hubs to facilitate onward journeys. Towns and larger villages will have substantially improved services of higher frequency and longer operating hours, some of which would be express services, substantially improving journey times. In Cambridge this would mean more direct services between employment sites, residential areas and local shops and services, and more

journeys to the key traffic generators including the hospitals operating as a turn up and ride service of less than ten-minute intervals. This revised network will be complemented by an extensive set of demand responsive transport services that will be focused to address the gaps in the public transport network. Work will also be undertaken to consider how fares could be reduced to attract more people to use the bus.

However, additional services, improved infrastructure and better connections alone will not convince people to leave their car at home if the bus still gets stuck in traffic, the fare is too expensive, or they feel intimidated by traffic when cycling or walking. To truly make public transport a realistic alternative, priority needs to be given to buses so that they do not get stuck in the same congestion as cars. They also need to be more affordable for people to use. To do this we must cut congestion and free up road space for more services as well as raise money for additional services, cheaper fares and improved walking and cycling routes. To do this, a form of demand management will need to be introduced in the city so that the city's road network is prioritised for walking, cycling and public transport. A mechanism to raise funding for sustainable transport improvements will also be identified.

The GCP's City Access project has developed proposals for significantly improving the bus network, investing further in walking, and cycling provision alongside exploring options to create space for sustainable transport and a funding mechanism for improvements. The Making Connections consultation explored these issues in autumn 2021, including seeking feedback on a new bus network as well as options for introducing charges for driving and/or parking in Cambridge. This built on previous public engagement through 'Choices for Better Journeys' and the Greater Cambridge Citizens' Assembly. Further work is now being undertaken to develop a package of proposals to improve public transport, walking and cycling, together with a scheme to reduce congestion and pollution and raise money to invest in sustainable transport improvements. Shaped by the feedback from that process, a proposal for a package of bus and active travel improvements, funded by a Sustainable Travel Zone within which drivers will pay a charge, has been out to consultation during Autumn 2022. The GCP's Executive Board will review the responses to the consultation and make recommendations about the way forward during 2023. The implementation of any future charging scheme would be a decision for Cambridgeshire County Council as the highways authority. If there were to be a decision to proceed, bus network improvements and fare reductions could start to be implemented, front funded by the city deal funds, from as early as the end of 2023.

Alongside this, work is continuing on developing a revised network hierarchy for Cambridge that prioritises sustainable transport and active travel modes. With a mechanism that raises funds to provide better bus services and reduces traffic volumes in the city, bold physical measures can be introduced as a complementary measure to prioritising people over the private car and to provide a framework on the basis of which to decide the best use of public space liberated by a reduced number of cars. Physical measures could include bus lanes, cycle lanes and wider footways, modal filters that only allow buses, cyclists, and pedestrians through and more pedestrianised areas.

In addition, further controls on parking will be introduced across the Greater Cambridge area. This includes the delivery of civil parking enforcement in South Cambridgeshire, as well as delivering area parking schemes within Cambridge, including residents' parking schemes. Following a decision on Making Connections, an Integrated Parking Strategy will set out how on and off-street parking can be more effectively managed to encourage greater use of sustainable transport options, including Park and Ride.

To underpin the vision for public transport within Greater Cambridge, significant investment will continue to be made in the active travel network across the sub-region. To persuade people to walk and cycle more, we need to provide safe, integrated, convenient, and high-quality routes and crossings, to segregate people from traffic and protect them at junctions. To spread Cambridge's cycling culture further into the rural parts of South Cambridgeshire, twelve Greenways will be developed and connected to the city centre. The Greenways will enable walkers, cyclists, horse riders and other non-motorised users to travel sustainably into the city. These will form the basis of a network linking the rural areas to the city. These will be complemented by additional active travel infrastructure alongside the four public transport corridor projects to the north, east, southeast, and west of the city. Within the city, the Chisholm Trail will connect the north of the city to Cambridge Station and the Biomedical Campus, alongside improvements to active travel infrastructure on key radial routes including Milton Road and Madingley Road, building on successful delivery of schemes on Histon Road, Huntingdon Road and Hills Road.

Building on the draft Local Walking and Cycling Infrastructure Plan, analysis has been undertaken on the current active travel network to identify further gaps and missing links, and this work has identified thirteen more gaps and missing links within the city and its hinterlands that could benefit from significant improvements. The GCP is taking forward initial work on two of these links, on Hills Road and the A1134 (Perne Road, Mowbray Road, Fendon Road). These improvements will encourage active travel by overcoming some of the barriers we know prevent people from walking and cycling. There is also a desire to identify gaps and missing links further away from the urban areas of Cambridge, where the nature of travel is much more rural. Linking into the Rights of Way Improvement Plan and the developing Active Travel Strategy to help identify the key areas for improvement and better connectivity will be vital, and to get past the barriers to active travel. This could include linking villages to key services in neighbouring villages, such as schools, healthcare, and shops. It could also include linking rural areas to key public transport hubs and bus stops, by providing safe routes and facilities for switching mode.

New development has an important role to play in supporting this approach. In order to move away from the traditional 'predict and provide' approach to vehicular traffic on new developments, developers will be expected to adopt a 'decide and provide' approach. This means that, where deemed appropriate, new developments will need to clearly set out what mode shares will need to be achieved and how it will be monitored and enforced, so that there is no increase in development-related vehicular trips on the network. For strategic sites, this will mean a significantly reduced mode share for cars. Developers will be expected to demonstrate how a combination of supporting measures, policy requirements and behaviour change will work together to deliver new communities where it is easier to make sustainable transport choices than to use the private car for most journeys. In addition, a move away from plentiful unconstrained parking within new developments will be critical to achieving this. Supporting measures and policy requirements for helping to achieve these low car mode shares could include trip budgets and using alternative methods of parking provision on the edge of developments, for example. The vehicular trip budget approach is already being used at North East Cambridge.

Our highway network will continue to play an important role for some journeys, particularly those between our rural villages and for freight movements.

Where appropriate, targeted highway improvements will provide additional capacity for essential highway trips where major population growth is expected, such as investment in the A10 at Waterbeach New Town, accompanied by investment in sustainable transport.

Improvements to orbital corridors would help to ensure that strategic traffic can bypass Cambridge effectively and reduce traffic flows through Cambridge and smaller towns and villages.

We will assess the feasibility of investing in a limited number of specific 'pinch points' in the highway network that currently contribute to severe localised traffic congestion and cannot be alleviated through other means, accompanied by complementary initiatives to avoid knock-on impacts elsewhere on the network. We will ensure our partners are given support to develop and implement a number of wider strategic upgrades to the highway network, such as the completion of the A428 to the Black Cat junction. This will improve connectivity and key freight linkages with the rest of the country.

Working in Partnership

Key to successfully delivering our strategy is working in collaboration with key local partners. Several organisations have specific responsibilities for transport, planning and project delivery, and hence, partnership working is key to delivering our vision for the Greater Cambridge sub-region.

We will work closely with:

- The Greater Cambridge Partnership, who are currently leading the development and delivery of a programme of sustainable transport improvements, including a series of public transport corridors connecting Cambridge to growth sites to the north, east, south east and west of the city.
- We will support the GCP in delivering the -proposed bus network improvements set out in Making Connections, through -enhanced partnerships or franchising, if the decision is taken for the scheme to progress.
- The local planning authorities of Cambridge City Council and South Cambridgeshire District Council, including to develop an update to the Transport strategy for Cambridge and South Cambridgeshire alongside the Greater Cambridge Local Plan
- Cambridgeshire County Council, who have responsibilities for maintenance and investment in the local highway network; and, and, if a decision were to be taken to proceed, for administering any future road pricing scheme to fund the bus network improvements that we will deliver; and
- DfT, National Highways, Network Rail, the East West Rail Company, and Train Operating Companies responsible for delivering wider strategic transport improvements.

The schemes which are considered to be ~~the~~ required to sustainably deliver the planned growth proposed within the current Local Plans for Cambridge and South Cambridgeshire are listed below. These schemes are jointly being developed and delivered in partnership by the GCP, CCC, CPCA and national partners such as National Highways and Network Rail:

- ~~Greater Cambridge Partnership (GCP) schemes:~~
- Cambourne to Cambridge
- ~~Cambridge South East Transport Study Scheme~~
- Cambridge South West Travel Hub
- Waterbeach to North East Cambridge
- ~~Cambridge Eastern Access Phase A, and Phase A~~ relocated and expanded Newmarket Road Park and Ride site
- ~~City Access including Making Connections~~
- Foxton Rural Travel Hub

- GCP Active Travel Schemes-Cycle Schemes
- Waterbeach Station relocation
- A10 (Waterbeach to Cambridge) highway improvements

The A428 Black Cat to Caxton Gibbet;

The following schemes are also being developed but are not specifically required in the adopted plans, including:

- City Access
- Foxton Rural Travel Hub;
- The A428 Black Cat to Caxton Gibbet;
- Cambridge South Station;
- The A10 (Ely to Cambridge) highway improvements

- ~~Cambridge South Station;~~
- ~~The A10 (Ely to Cambridge) highway improvements; and~~
- ~~Capacity improvements to the M11.~~

There are also further transport schemes proposed, which are considered to be required to mitigate future growth in the updated Greater Cambridge Local Plan. These will also aim to help mitigate current and future transport challenges in the area unrelated to growth. These include:

- Cambridge Eastern Access Phase B, including:
- The relocation of the Newmarket Road Park & Ride site
- High Quality Public Transport (HQPT) connection to Cambridge City Centre via the Cambridge East site
- HQPT connection to Cambridge Railway Station via the Cambridge East site
- HQPT connection to Addenbrooke's via the Cambridge East site
- HQPT connection to Addenbrooke's via Cherry Hinton
- A shuttle bus service between Cambridge North Station and Cambridge Regional College via North East Cambridge
- Improved active mode connections around North East Cambridge
- East-West Rail Central Section between Bedford and Cambridge via Cambourne.

Engagement with the wider community, large employers, organisations at large employment sites, and developers will continue to be critical to successfully deliver the vision for Greater Cambridge.

Strategic Projects

Several highway and public transport corridors link the Cambridge urban area to the towns and villages of South Cambridgeshire, and form strategic links between Greater Cambridge, the rest of the of the Combined Authority area, and the rest of the country.

A new railway station serving the southern fringe of Cambridge has been a long-term aspiration for the region. By 2031, there will be 27,000 jobs at Cambridge Biomedical Campus – an internationally significant health and life sciences cluster - and 4,000 new homes in the southern fringe area. Local partners have worked collaboratively for several years to build up the evidence to demonstrate the benefits that improved rail connectivity

would be bring to this part of the city. In 2018, Network Rail submitted a Transport and Works Act Order (TWAo) to the Secretary of State for Transport for deemed planning permission to build a two storey, four-platformed new station on the West Anglia Main Line, next to Cambridge Biomedical Campus. The TWAo was approved in December 2022, if Network Rail gain the necessary consents, work could start on the scheme in 2022, with a provisional opening date of 2025.

A further boost to the rail offer for the area will be the East West Rail project. This major infrastructure scheme will deliver a sustainable east-west transport option that connects the communities, businesses, and universities of the cities of Oxford and Cambridge and the settlements along the corridor. The scheme is being delivered in three 'connection' stages.

The first stage is already under construction connecting Oxford to Milton Keynes. The second, from Milton Keynes to Bedford is at the detailed planning stage, as is the third connection stage, between Bedford and Cambridge. After a public engagement exercise in 2019, a preferred route option has been identified that links Bedford to Cambridge via new stations in the Sandy/St Neots area and at Cambourne. In 2021, the East West Rail Company consulted on the detail of potential alignments, all of which are proposed to enter Cambridge from the south via a new railway junction with the King's Cross line at Harston/Hauxton. Two new platforms will be built at Cambridge station and there will be the opportunity for trains to stop at the new Cambridge South Station, thus opening up more sustainable transport choices from the west of the city. Services will run all the way from Oxford to Cambridge by the end of the decade if the consents are forthcoming in the anticipated timeframe.

We also support the progression of the Ely Area Capacity Enhancement project which will help unlock the capacity necessary to deliver proposed improvements to rail services from the north. We shall continue to work with partners in the rail sector to explore options for upgrading the railway between Cambridge and Newmarket to enable greater frequencies on this route and to identify any potential for additional access to the railway network to the east of the city should East West Rail extend east of Cambridge. We support electrification of this key route in the longer-term, to reduce journey times for passengers and provide a key component of the electrification of the rail freight route from Felixstowe to the Midlands. We also support the progression of the Ely Area Capacity Enhancement project which will help unlock the capacity necessary to deliver proposed improvements to rail services from the north.

Separate to the East West Rail project, we support the progression of the Ely Area Capacity Enhancement project which will help unlock the capacity necessary to deliver proposed improvements to rail services from the north.

National Highways are proposing to upgrade the stretch of the A428 trunk road between the Black Cat roundabout on the A1 and the Caxton Gibbet roundabout to the west of Cambourne with a new 10-mile dual carriageway and a number of junction improvements. This is a nationally significant infrastructure project (NSIP) and a Development Consent Order was submitted by National Highways in 2021. The scheme is currently being considered by the Planning Inspectorate. If the order is granted, it is anticipated that the new road will open in 2025, delivering the final link of a dual carriageway between Milton Keynes and Cambridge.

In addition, we shall continue to work with National Highways as they develop their plans to improve journey time reliability on the M11 around Cambridge.

Local Projects

With our partners, we have developed a package of significant public transport, walking, and cycling improvements, alongside targeted highway investments. The aim of this package of measures is to deliver a more sustainable transport system. These schemes, underpinned by our policies, will help make travelling on foot, by bike or public transport more attractive than by car, thereby alleviating congestion and supporting the region's growth.

Cambridge City

The principles set out in the Greater Cambridge Partnership's City Access project and the 'Making Connections' consultation form the basis of developing a cohesive, people-focused sustainable transport system for the entire city. Improved bus services and walking and cycling links will offer people an attractive choice to travel sustainably into, out of and around the city, and will better reflect the polycentric nature of the city. A form of demand management will not only free up road space to be able to give priority to public transport, walking and cycling but will also raise funds to dramatically increase the number, quality, [reliability](#) and coverage of bus services available across the travel to work area as well as reduce fares. Any such scheme will consider the accessibility needs of different groups of people, particularly disabled people. This will be complemented by a revised [network userroad](#) hierarchy for the city and an integrated parking strategy that prioritise and support uptake of sustainable transport modes.

The 'wheel' of Greenways feeding into the city will join up with cross-city routes such as the new Chisholm Trail to connect existing areas of the city with new growth areas, creating a coherent network for active travel. Targeted local improvements and connectivity gaps will be addressed based on the routes identified through the GCP's Cycling Plus consultation, ~~and once adopted, in~~ the Local Cycling and Walking Infrastructure Plan and the Making Space for People Supplementary Planning Document by Cambridge City Council, intended to help deliver a people focused environment.

Improvements to the bus fleet in Cambridge will commence following a successful bid to central government for funding to contribute to zero emission replacements of the first 10% of the local bus fleet. Thirty new electric double decker buses will be rolled out across the city as part of the Zero Emission Buses Regional Area (ZEBRA) initiative with an ambition to meet the Cambridgeshire and Peterborough Climate Commission's recommendation for all services to be zero emission by 2030.

We shall continue to explore the role new technologies can have in catering for first and last mile trips, such as e-scooters and e-bikes, as we look to integrate modes of travel throughout the area. There is also an opportunity to use new and developing technologies to help improve freight delivery across the city, including consolidated delivery hubs and the facilitation of more sustainable last mile delivery options.

North – towards Waterbeach, Northstowe and Ely

This corridor will see a significant level of growth over the next two decades and beyond. A new town north of Waterbeach, located six miles north of Cambridge along the A10 corridor towards Ely, will be home to a new settlement of around 11,000 dwellings. The new town of Northstowe, served by the existing Busway, is also located close to this corridor. At the southern end of this corridor is Cambridge Science Park, a major employment site which is part of a wider growth area called North East Cambridge. This area will expand to become an important new quarter of Cambridge, with a further 8,350 homes and 15,000 new jobs identified in the Proposed Submission North East Cambridge Area Action Plan that would come forward over the next 20 years and beyond. Key to building sustainable travel

patterns, and a successful thriving community, is comprehensive and reliable public transport and active travel provision, coupled with significantly reduced levels of vehicle trip generation which will be controlled through a vehicular trip budget. We will support the Greater Cambridge Partnership in the delivery of a new segregated public transport and active travel corridor between Waterbeach and Cambridge. This will be integrated with a new travel hub with parking, to provide a genuine alternative to the private car. This forms one of four segregated corridor routes into the city that will be integral to the GCP's Cambridge Future Network concept.

The relocation of Waterbeach railway station, with a larger car park and longer platforms, and a 'Greenways' from Waterbeach to Cambridge and Horningsea to Cambridge for pedestrians, cyclists, and horse riders, will also help to attract drivers away from their cars and create a more sustainable transport system for the region.

Interventions and improvements to the A10, including at Milton Interchange, will be investigated to support the delivery of the new town north of Waterbeach and assist in the alleviation of severe traffic congestion and safety concerns along the corridor. This will be accompanied by parallel infrastructure for non-motorised users.

West – towards Cambourne, St Neots and Bedford

Significant growth is planned along the A428/A1303 corridor towards Cambourne, St Neots and onwards to Bedford. Around 8,000 new homes are planned for major new developments at Cambourne West, Bourn Airfield and Eddington in North West Cambridge, connecting to a significant employment cluster to the east of the corridor at West Cambridge. Public transport along this corridor will be transformed by the GCP's Cambourne to Cambridge scheme offering segregated public transport and active travel provision. The scheme includes a new Travel Hub site at Scotland Farm as well as parallel facilities for pedestrians, cyclists, and horse riders. A new railway station at Cambourne as part of the East West Rail scheme and will also offer rail connections to Cambridge and St Neots.

Key routes from Comberton, Barton and Haslingfield will be serviced by new Greenways linking to the city. The existing St Ives Busway active travel path will also form part of the new Greenways network with upgraded/ new links from the Busway to Over, Cottenham and Fen Ditton.

South – into South Cambridgeshire and towards Stansted Airport

Along the A10 corridor towards Royston and the M11 corridor towards Stansted Airport, we will continue to work with partners to secure and deliver improvements to both the infrastructure and services on key rail routes. A new railway station at the Cambridge Biomedical Campus will transform connectivity to the site and we shall continue to lobby the rail industry for more frequent services on the route to Stansted Airport, as well as proposed frequency increases on the King's cross route as part of the current franchise.

New travel hubs at the junction of the M11 with the A10 (the Cambridge South West Travel Hub) and on the A10 at Foxton will provide further opportunities for drivers to join the sustainable transport network further out of the city and to access high-frequency public transport links, as well as being integrated with local bus and active travel networks. The Melbourn Greenway and the Sawston Greenway will form the backbone of the strategic cycle network into the city, connecting to railway stations, travel hubs and linking to other Greenways. We will continue to support Hertfordshire County Council to develop and deliver a cycle bridge over the A505 near Royston and provide the final section of cycleway between Melbourn and the town.

We will continue to investigate a multimodal package of improvements along the A505 corridor between Royston and Granta Park to support the internationally important cluster of science parks in the area through better orbital public transport links, active travel measures and safety improvements.

East – the biotech corridor and towards Newmarket and Haverhill

In addition to the new railway station proposed for the Cambridge Biomedical Campus, further sustainable transport choices will be delivered. This will cater for the significant number of people who will be working on the site through the provision of the third of the GCP's segregated public transport and active travel corridor – the Cambridge South East Transport (CSET) scheme. CSET will link the campus to other major employment sites along the A1307 corridor towards Haverhill, connecting the internationally significant life sciences and R&D clusters at Babraham Research Campus and at Granta Park.

The scheme will see a new segregated public transport route between the A11, Sawston, Stapleford and Great Shelford and the Biomedical Campus as well as active travel, bus, and road safety improvements along the A1307. Additional parking spaces will be provided at Babraham Road P&R, along with a new travel hub at the junction of the A11 and A1307. This will allow drivers to transfer to sustainable transport modes well before they approach the city, as well as being integrated with local bus and active travel networks. Alongside the public transport route will be a new active travel path, which will complement the Sawston and Linton Greenways.

Major new development is planned for the east of the city. A development of 1,300 new homes is under construction off Newmarket Road, with planning permission granted for a further 1,200 on land north of Cherry Hinton. In addition, land at Cambridge Airport, safeguarded in the 2018 Cambridge Local Plan and South Cambridgeshire Local Plan should it become available, has been identified for redevelopment in the Greater Cambridge Local Plan First Proposals. This follows Marshall's announcement that it intends to relocate its Aerospace and Defence businesses by 2030. A fourth corridor scheme is being developed to accommodate growth and to help address existing congestion and pollution issues in this part of the city. The scheme consists of short-term improvements which can be in place by 2025 to serve the sites with planning permission. The potential for longer term improvements, which could include segregated public transport and potential for policy and behavioural interventions, have been identified that would be needed if the airport site is included in the final adopted version of the Local Plan for redevelopment.

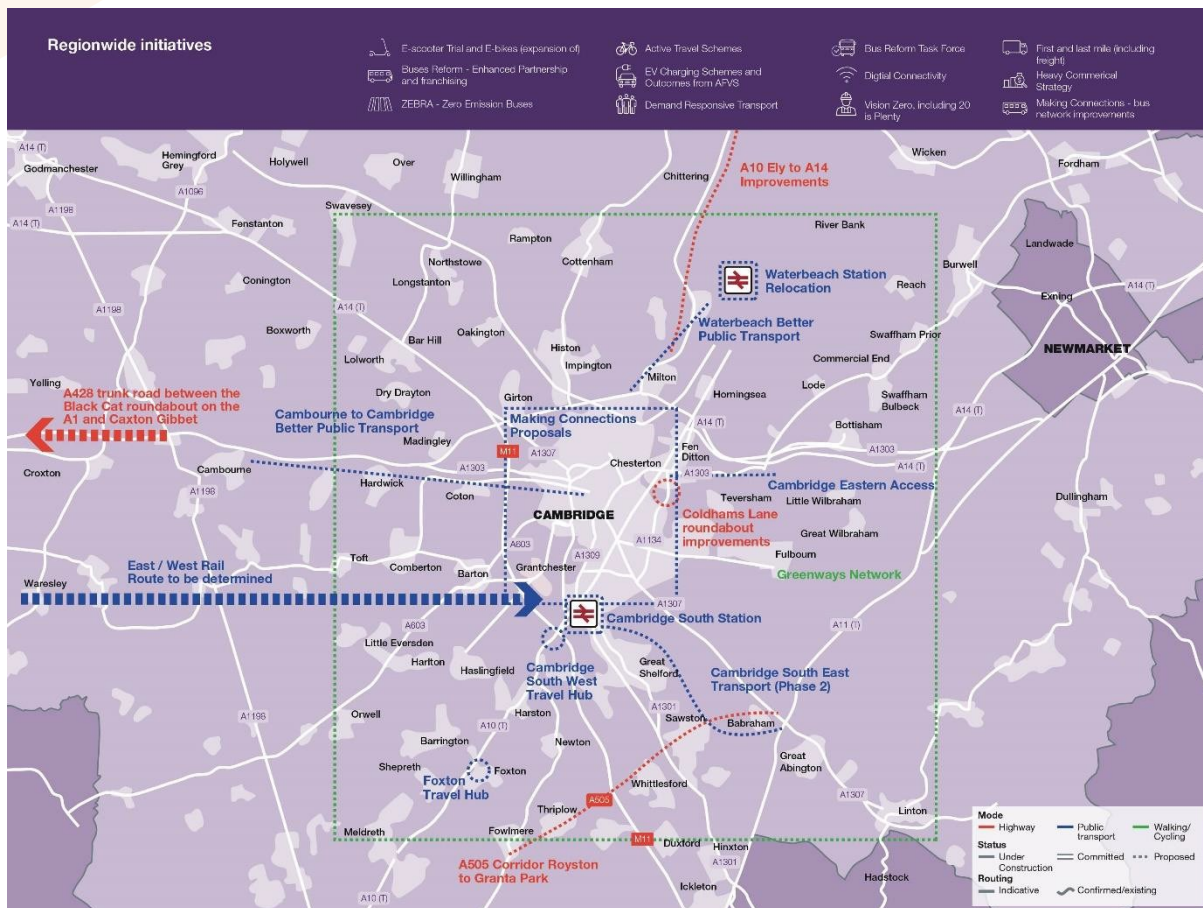
Short term improvements focus on Newmarket Road and include improvements to the Elizabeth Way and Barnwell Road roundabouts to make them more accommodating for public transport and active travel, as well as improvements along the length of Newmarket Road for cyclists and pedestrians. These active travel improvements will also connect into other active travel infrastructure being delivered, such as the Fulbourn, Bottisham, Swaffham and Horningsea Greenways and the Chisholm Trail. To intercept traffic before it gets into the city, the longer-term aspiration is for the current Newmarket Road Park & Ride site to be relocated further out that would ensure more spaces can be delivered, and options for orbital public transport and active travel movements to North East Cambridge and CBC will be explored.

Rural South Cambridgeshire

South Cambridgeshire has a dispersed population spread across more than a hundred villages and other settlements that means that conventional bus services are often not viable, leaving much of the district currently reliant on the private car. The comprehensive

plans for public transport and active travel routes into the city provide a strategic network that reaches out into the rural parts of Greater Cambridge in each direction. The future bus network also envisages greater rural links to local services, market towns and key transport hubs such as rail stations. The ring of travel hubs further out of the city means that locally led transport solutions including Demand Responsive Transport can feed into high quality public transport corridors even in remote villages where conventional bus services are often not viable, and drivers can join the public transport or active travel network to complete their journeys. This approach will be complemented by the region-wide application of the demand responsive transport network, which will also provide greater access between villages and outlying market towns.

In addition, the 'wheel' of Greenways will connect smaller settlements and can be used for local journeys as well as longer distance commutes into the city and provide the focus for further links that connect local bus and rail services. The 12 Greenways are: Barton, Bottisham, Comberton, Fulbourn, Horningsea, Haslingfield, Linton, Melbourn, Sawston, St Ives, Waterbeach and Swaffham.





HUNTINGDON

Overview

Each district of Cambridgeshire and Peterborough is different; hence we have developed distinct strategies for the geographical areas of Peterborough, Greater Cambridge, Huntingdonshire, East Cambridgeshire, and Fenland. These are set out in this chapter, and each reflects local transport constraints, opportunities, and patterns of growth.

Each strategy outlines the major schemes expected to be delivered within each area to deliver our objectives, both directly by the Combined Authority and in partnership with other local and national stakeholders. Some aspects of the strategies are, by necessity, still under development and hence all schemes will need to demonstrate value-for-money and affordability, together with alignment with our strategic priorities before they are able to proceed.

Each strategy is set out below, and includes:

Summary of recent and planned growth, and local transport constraints;

Progress and projects delivered to date; and

Transport schemes to help deliver each strategy.

Background

Huntingdonshire is the largest district in Cambridgeshire, with a population of ~~170,000~~ 180,800 across an area of over nine hundred km². It is predominately rural in nature, with a sparse population density of just four people per ~~acre~~ acre, ~~compared~~ compared to seventy-five people per acre in Cambridge. ~~with~~ Local employment and key services are focused in the large towns of Huntingdon, ~~and~~ and St Neots ~~and, together with~~ St Ives, to the east. Huntingdonshire's other towns is the smaller, more rural town, such as Ramsey ~~of Ramsey~~. All four of Huntingdon's towns and the many rural villages in the ~~district~~ district have strong links to neighbouring communities, including Cambridge to the east, Peterborough to the north and Bedford to the southwest. These provide employment, shopping, leisure, and health services to complement those available within the district and generate significant long-distance travel demand.

Recent Developments

Huntingdonshire's population has grown by around 20% over the past two decades and is now home to over 56,100 residents (mid 2020), partly in response to housing market pressures in and around Cambridge, Peterborough, and London. Recent housing and employment growth have been concentrated in and around the district's main towns, and to a lesser extent within the larger villages, placing a significant pressure on the region's transport infrastructure.

Huntingdonshire's Local Plan to 2036 ([Huntingdonshire's Local Plan to 2036](#)) outlines proposals for at least 20,100 new homes (both market and affordable), together with 14,400 additional jobs, in the period 2011-2036. Development will be focused in four spatial planning areas, reflecting their status as the district's traditional market towns and most sustainable centres. These are:

- Huntingdon, including Brampton and Godmanchester, ~~and~~ and the new settlement of Alconbury Weald;
- St Neots, including Little Paxton and the urban extension at St Neots East;

- St Ives; and
- Ramsey, including Bury and the former RAF Upwood site.

Transport Challenges

Overview

~~Reflecting the district's rural geography,~~ The predominantly rural nature of Huntingdonshire means that the local communities rely on the private car for the vast majority of trips. For example, approximately 79% of journeys to work within the district are by private car, which contributes towards issues such as local congestion, particularly within the market towns and also to poor air quality. ~~The h~~High traffic flows, particularly through rural villages and in the various high streets in the district also, have a negative impacts on the local environment, and this contributes to making it less attractive to walk or cycle for local journeys. Many rural, single-carriageway roads, with high traffic speeds and substandard alignments have poor road safety records and can present challenges for freight transport. While the region benefits from excellent strategic links, including the East Coast Main Line and the A14, A428 and A1, these also suffer from significant traffic congestion, particularly at key junctions, having adverse impacts on the environment and health.

Accessibility to essential services

One of the key challenges facing the district is increasing the accessibility to essential services. Access to a range of places, especially for employment, education and leisure is essential for the residents of and visitors to Huntingdonshire. In terms of key movements and key service destinations, ensuring there is good, fast and reliable connectivity to Cambridge, Peterborough and also within the district to the key market towns of Huntingdon, St Neots and St Ives is crucial.

Public transport

Aside from the East Coast Rail Line and the Guided Busway, linking Huntingdon, St Ives and Cambridge, there is a notable lack of sustainable, high-quality, long- distance public transport connectivity from Huntingdonshire. This acts to limit the commuting opportunities of residents in Huntingdonshire, making it difficult to travel to employment, health, leisure, retail, and education opportunities further afield, such as at the Cambridge Biomedical Campus or Cambridge Regional College.

Cross border travel

There are also strong employment links across the border to Bedfordshire, and improving cross border journeys is an area identified as in need of improvement for Huntingdonshire.

Social exclusion

Within the district, there are many residents who lack access to private transport – particularly within rural villages – and these areas often have limited or no access to good quality and affordable public transport. ~~S that exacerb~~Subsequently, social exclusion is exacerbated and as a result can mean that some people are 'forced' into car ownership as

they feel they have little practical alternative to access employment or other key services. This only serves to increase the sense of social isolation and exclusion for those without access to a private car. ~~as for many years, b~~ Bus services, particularly within rural areas, are infrequent and costly, and community transport for those not directly served by bus does not always provide a meaningful service.

Active travel

Whilst some areas of the larger market towns do have a relatively good quality active travel network already in existence, well connected, dedicated, high-quality walking and cycling infrastructure is limited outside of Huntingdon, St Neots and St Ives. These towns also require updated and improved provision in many cases too. Safe, quality active travel opportunities are particularly limited in rural areas and villages. As a result, the use of active modes more widely is limited and contributes to poor health outcomes. A key challenge for the plan is to place greater emphasis on providing the missing links within the active travel network and capturing opportunities for longer distance cycle routes for commuting and recreation.

Future growth

Delivering the growth proposed in the Huntingdonshire's Local Plan to 2036 in a sustainable way for the transport network is a key challenge for the district. Future development, in particular at Alconbury Weald, is dependent on securing significant upgrades to the region's transport infrastructure and network. If new growth areas are to be attractive places to live and work, they need to be well-integrated into the fabric of the region's transport network, including the highway network (and the A1 and A14) without worsening congestion, and provideinclude seamless public transport connectivity between market towns and between the district and other locations such as Cambridge, Peterborough and London, to Huntingdon, Cambridge, and London (including prospect of railway station at Alconbury Weald). A proposed new rail station at Alconbury would enable a north-south rail connection and bring benefits to residents, workers and businesses within the new development as well asand createinge valuable links to other economic hubs. The Eenvironmental constraints impacts of such transport infrastructure must howeveralso be mitigated, with measures implemented to maximise carbon and health benefits of the scheme.

We will work closely with partners at Huntingdonshire District Council (HDC) as well as Cambridgeshire County Council, Network Rail and National Highways and other key stakeholders to help secure funding sources, recognising too that HDC are a CIL charging authority, to enable the required infrastructure for this growth is to be delivered.

Progress to date

In recent years, progress has been made on a number ofseveral different transport issues for Huntingdonshire:

~~The Transport Strategy: Huntingdonshire work is being progressed with the objective to enable residents to access key services required to enjoy a good quality of life. The improvements must ensure that residents are able to live a safe, and active lifestyle, whilst supporting the needs of the local economy; enhancing the natural environment; and tackling the challenges of climate change to thereby ensure that our carbon targets are met.~~

A14

~~Recent improvements have been made including the~~The £1.5bn A14 Cambridge to Huntingdon improvement scheme ~~is one such example~~. The first section of this route, between Swavesey and Brampton Hut at the A1 to the south of Huntingdon, opened in December 2019, with the remainder of the route opened in May 2020.

This scheme included the removal of the A14 viaduct over Huntingdon Town Centre helping to create a more attractive environment within the town, with the wider upgrade of the route alleviating a serious bottleneck on the major highway link between Cambridge and Peterborough.

St Neots

Major investment is also being delivered in St Neots, ~~where an investment was~~ agreed by the Combined Authority Board in June 2018. This package of interventions was designed to pave the way for accelerated growth within the town. ~~These initiatives and~~ were outlined in the St Neots Masterplan. In addition, the town centre of St Neots has been supported by funding from the Future High Street Fund (FHSF). This investment will deliver six projects, with an aim of transforming the town for the benefits of local people, businesses, and visitors.

Demand Responsive Transport

In October 2021, we started a new Demand Responsive Transport (DRT) service in west Huntingdonshire named TING. The service employs four small single deck ~~buses~~ ~~buses of Stagecoach East to provide bus~~providing an innovative 'Uber-style' services ~~on demand~~ across ~~360 km² of the region~~parts of Huntingdonshire. Passenger levels have continued to increase significantly, and ~~we have extended the 6-month trial for a further 3 months (the maximum permitted on this contract)~~. This additional time will be used to review progress and potentially tender for a revised service to commence in July 2022, upon the successful completion of the trial.the service has now been extended and fully funded to run until the end of 2023.

Our Approach

Our vision for Huntingdonshire is:

"To help tackle climate change and support growth within Huntingdonshire, allowing the economy to thrive, while promoting and enhancing active travel and tackling existing congestion."

The vision will be supported by the delivery of the LTCP, the Transport Strategy for Huntingdonshire and a range of other child documents, including the Active Travel Strategy and the Bus Service Improvements Plan.

Key themes and opportunities within our approach are as follows:

Connectivity

Creating better links ~~to key service centres such as to and~~ between the four market towns within ~~the district, Huntingdonshire,~~ as well as ~~to the large trip attractors for Huntingdonshire residents.~~ Greater Cambridge, Peterborough, South Cambridgeshire and Fenland will make Huntingdonshire a more attractive place to live and work. It is also important that cross border and regionally and nationally strategic movements are enhanced. This will also create new opportunities for residents to travel to employment, retail, leisure, education, or training elsewhere.

Sustainable alternative travel modes, particularly public transport and active travel will be key to improving connectivity in Huntingdonshire. Public transport in all of its guises remains a vital tool in sustainably moving people to and from their homes to key services.

Buses

Our strategy for the bus network is key to delivering this, with frequent services on 'core' inter-urban routes, such as ~~St Neots – Cambourne – Cambridge and Alconbury – Huntingdon – St Ives – Cambridge and Peterborough.~~ The bus network is key to delivering greater connectivity throughout the Combined Authority area linking larger towns with some smaller villages through more frequent local routes and establishing frequent services for core inter-urban routes, such as ~~St Neots – Cambourne – Cambridge and Alconbury – Huntingdon – St Ives – Cambridge and Peterborough.~~

In addition, improved bus priority measures, particularly within Huntingdon, have the potential to deliver faster, more reliable journeys that can compete with the car on journey times.

The Bus Services Improvement Plan (BSIP) is an important tool for helping us to deliver bus service improvements in the region, and the Transport Strategy for Huntingdonshire (TSH) will help us focus on the local bus network and the improvements and enhancements required both now and in the future with the new developments proposed.

Rural bus services and DRT

As well as addressing the key intra-urban routes within Huntingdonshire which are so important to the movement of workforce and the delivery of growth, we will also tackle the gaps in public transport provision in the rural areas, including the villages and the more rural town of Ramsey.

Huntingdonshire's Local Plan to 2036 identifies Ramsey as a Spatial Planning Area and one of four market towns within Huntingdonshire suitable for sustainable growth. The Spatial Planning Areas are responsible for providing approximately three quarters of the district's objectively assessed need for housing and the majority of employment and retail growth.

Therefore, in order to maximise accessibility within and to/from these areas, a comprehensive package of local routes and DRT options will be provided. This will offer an integrated and sustainable network, with an attractive and consistent frequency, linking larger towns and some smaller villages, such as ~~Huntingdon – Brampton – Buckden – St Neots, Ramsey, and Huntingdon – Godmanchester – Papworth Everard – Sawtry – Yaxley and Cambourne.~~

We will review and assess the public transport offer, limitations, and barriers within Ramsey to identify infrastructure that would improve the network in and around the town. In addition,

a review of levels of service at evenings and weekends will be undertaken and improvements made to the services provided during these times.

Many Huntingdonshire residents, however, live within smaller villages outside of the reach of existing bus services, or receiving an infrequent service. Working in partnership with Huntingdonshire District Council, and building on the TING trial, we will ensure that local community and demand-responsive transport provides accessibility for all, seamlessly integrated into the bus and rail network with dedicated interchanges and joint ticketing wherever possible.

As before Again, the BSIP and the TSH will be key to delivering these targeted improvements and the CPCA are investigating options for bus reform in the region.

Key to ensuring a safe, accessible transport network for all that supports social inclusion and access to opportunity is our package of investment and financial support for our rural public transport network, including DRT. More people will have a genuine alternative to the car in the form of access to reliable, comprehensive public transport. The Bus Reform work will be complemented by the lessons learnt from the TING trial in West Huntingdonshire, to ensure all within Huntingdonshire have an affordable, sustainable, public transport option that provides access to employment, education, shopping, and recreation, at a reasonable frequency. In relation to bus service improvements, larger settlements will be prioritised as there will be sufficient critical mass in these areas to make particular services viable. This programme will then be expanded to the more remote and low population density villages once bus usage has become more normalised.

Interchange and modal integration

Our approach will integrate all forms of public transport – including rail services, local buses and community and DRT – to provide a seamless, attractive, and comprehensive rural public transport network. We will work to adapt existing rail and bus stations in rural travel hubs, offering improved real-time information provision, waiting facilities and cycle and car parking, supported by a more unified, integrated ticketing system. The importance of first/last mile connections should not and will not be under-estimated – investment will be forthcoming to ensure safe, well-maintained links are provided to travel hubs and major attractors, including key transport hubs. For example, we will investigate where best to locate any new bus stations or interchange facilities in Huntingdon and the market towns, where this is required. Wherever possible, these will be closely aligned with other modes and interchanges, for example rail stations.

As part of this overarching package, due consideration will be given to car share schemes, improving the safety of our active travel routes, whilst and examining the appropriate implementation of e-bike and e-scooter schemes within the towns of Huntingdonshire.

Rail

Improving the rail offering in the region is another key aspect of the LTCP, including in Huntingdonshire.

We will explore opportunities to enhance strategic public transport accessibility and support growth through new infrastructure, including improving multi-modal connectivity to Alconbury

Weald with the potential for a new railway station being investigated with partners, as per Policy SEL 1.1 in Huntingdonshire's Local Plan to 2036:

“transport infrastructure improvements proportionate to the scale of development including linkages to the Cambridgeshire Busway and the identified opportunity for provision of a railway station on the East Coast Mainline Railway”

In addition, we support the delivery of East West Rail (EWR) to provide a direct rail service from Cambridge to Oxford. Local connectivity into the EWR route is key to maximise the potential of the scheme and ensuring the people of Huntingdonshire have increased opportunities to access key employment, education, retail, and health destinations. This includes lobbying the EWR Company to provide an appropriate station in the St Neots vicinity. This will help to significantly reduce journey times to major cities elsewhere, creating new opportunities for work and leisure for our residents while supporting expanding the labour market and Cambridgeshire and Peterborough's productivity.

Active Travel

Active travel (walking and cycling) is a key element to our strategy for Huntingdonshire. Increasing uptake in the district is crucial and will take the form of better infrastructure and routes within our market towns, and also connecting villages to these towns where services can be provided.

New, high-quality active travel infrastructure helps to make active travel a safer and more attractive option for local journeys within and between our towns and villages. More journeys on foot and by bike will also help to alleviate traffic congestion and improve air quality, whilst allowing those without access to a car, or unable to drive — more independence and opportunity to travel.

We must acknowledge that in the more rural areas of Huntingdonshire that this is a particular challenge, with distance to travel by cycle or walking as well as real and perceived safety issues providing a barrier to uptake. The Active Travel Strategy and the TSH will be key tools in helping to tackle these issues and for helping to ‘fill in’ gaps in the network and improve connectivity.

Highways

Despite active travel and public transport measures being the priority, there remains a need to invest in targeted highway improvements in the District, such as the A141 and St Ives Improvements, so that the needs of all users are met.

Additional targeted highway, active travel and public transport improvements are required at major development sites such as Alconbury Weald and Ramsey, to support the delivery of much-needed homes and jobs in a sustainable manner. We will actively engage with central Government to secure the investment required to improve access to these sites, particularly addressing the A141 corridor, helping to create faster, more reliable journeys by all modes. It is important that this project is accelerated and delivered as soon as possible to ensure that the planned housing delivery can move forward in a timely manner.

Investment in improved regional highway connectivity, such as the dualling of the A428 between Cambourne / Caxton Gibbet and the Black Cat Roundabout, will also improve

accessibility to Greater Cambridge and the rest of the country and help to make Huntingdonshire more attractive.

It is important, however, that the delivery of much-needed improvements to our key road corridors is not at the expense of better walking, cycling and public transport connectivity, and does not result in car dependency. Active and sustainable travel options will be provided alongside highway improvements. These will be planned in accordance with the highest design standards to minimise the impact on the natural environment, and to reduce traffic in local residential streets.

Alternative fuels and technology

Twelve electric charging points have been installed in Huntingdon, St Neots and St Ives, and we will continue to support electric vehicle charging and infrastructure for electric public transport; in partnership with Huntingdonshire District Council and national government with the aim to reduce carbon emissions and improve local air quality.

~~Sustainable alternative travel modes will be key to Huntingdonshire however the need remains to invest in targeted highway networks, such as the A141 and St Ives Improvements that will address issues for all users (including active travel and public transport users). In order to address climate change targets a greater emphasis on how active travel modes can be supported in highway improvements will be required Our approach will seek to prioritise improving access to new developments, together with improving strategic connectivity to Greater Cambridge and the rest of the country.~~

~~Our strategy for the bus network is key to delivering this, with frequent services on 'core' inter-urban routes, such as St Neots — Cambourne — Cambridge and Alconbury — Huntingdon — St Ives — Cambridge and Peterborough.~~

~~The bus network is key to delivering greater connectivity throughout the Combined Authority area linking larger towns with some smaller villages through more frequent local routes and establishing frequent services for core inter-urban routes. Huntingdonshire's Local Plan to 2036 identifies Ramsey as a Spatial Planning Area and one of four market towns within Huntingdonshire suitable for sustainable growth. The Spatial Planning Areas are responsible for providing approximately three quarters of the district's objectively assessed need for housing and the majority of employment and retail growth. Therefore, in order to maximise accessibility within and to/from these areas, a comprehensive package of local routes and DRT options will be provided. This will offer an integrated and sustainable network, with an attractive and consistent frequency, linking larger towns and some smaller villages, such as Huntingdon — Brampton — Buckden — St Neots, Ramsey, and Huntingdon — Godmanchester — Papworth Everard — Sawtry — Yaxley and Cambourne.~~

~~We will review and assess the public transport offer, limitations, and barriers within Ramsey to identify infrastructure that would improve the network in and around the town. In addition, a review of levels of service at evenings and weekends will be undertaken and improvements made to the services provided during these times. In addition, improved bus priority measures, particularly within Huntingdon, have the potential to deliver faster, more reliable journeys that can compete with the car on journey times.~~

Many Huntingdonshire residents, however, live within smaller villages outside of the reach of existing bus services, or receiving an infrequent service. Working in partnership with Huntingdonshire District Council, building on the TING trial, we will ensure that local community and demand-responsive transport provides accessibility for all, seamlessly integrated into the bus and rail network with dedicated interchanges and joint ticketing wherever possible.

Our approach will integrate all forms of public transport—including rail services, local buses and community and DRT—to provide a seamless, attractive, and comprehensive rural public transport network. We will work to adapt existing rail and bus stations in rural travel hubs, offering improved real-time information provision, waiting facilities and cycle and car parking, supported by a more unified, integrated ticketing system. The importance of first/last mile connections should not and will not be under-estimated—investment will be forthcoming to ensure safe, well-maintained links are provided to travel hubs and major attractors, including key transport hubs. As part of this overarching package, due consideration will be given to car share schemes, improving the safety of our active travel routes, whilst and examining the appropriate implementation of e-bike and e-scooter schemes within the towns of Huntingdonshire.

We will also explore opportunities to enhance strategic public transport accessibility and support growth through new infrastructure, including improving multi-modal connectivity to Alconbury Weald with the potential for a new railway station being investigated with partners. In addition, we support the delivery of East West Rail (EWR) to provide a direct rail service from Cambridge to Oxford. Local connectivity into the EWR route is key to maximise the potential of the scheme and ensuring the people of Huntingdonshire have increased opportunities to access key employment, education, retail, and health destinations. This includes lobbying the EWR Company to provide an appropriate station in the St Neots vicinity. This will help to significantly reduce journey times to major cities elsewhere, creating new opportunities for work and leisure for our residents while supporting expanding the labour market and Cambridgeshire and Peterborough's productivity.

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Investment in improved regional highway connectivity, such as the dualling of the A428 between Cambourne / Caxton Gibbett and the Black Cat Roundabout, will also improve accessibility to Greater Cambridge and the rest of the country and help to make Huntingdonshire more attractive.

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New, high-quality active travel infrastructure—will also help to make active travel a safer and more attractive option for local journeys within and between our towns and villages. More

journeys on foot and by bike will also help to alleviate traffic congestion and improve air quality, whilst allowing those without access to a car, or unable to drive — more independence and opportunity to travel. Twelve electric charging points have been installed in Huntingdon, St Neots and St Ives, and we will continue to support electric vehicle charging and infrastructure for electric public transport; in partnership with Huntingdonshire District Council and national government with the aim to reduce carbon emissions and improve local air quality.

~~Key to ensuring a safe, accessible transport network for all that supports social inclusion and access to opportunity is our package of investment and financial support for our rural public transport network, including DRT. More people will have a genuine alternative to the car in the form of access to reliable, comprehensive public transport. The Bus Reform work will be complemented by the lessons learnt from the TING trial in West Huntingdonshire, to ensure all within Huntingdonshire have an affordable, sustainable, public transport option that provides access to employment, education, shopping, and recreation, at a reasonable frequency. In relation to bus service improvements, larger settlements will be prioritised as there will be sufficient critical mass in these areas to make particular services viable. This programme will then be expanded to the more remote and low population density villages once bus usage has become more normalised.~~

Strategic Projects

North / South

The A1/A1(M) runs through the middle of Huntingdonshire, acting as a key strategic route to London and ~~n~~Northern England, together with a key local corridor between St Neots, Huntingdon and Alconbury. Between Junction 10 at Baldock (in ~~Central Bedfordshire~~~~Central Bedfordshire~~) and Junction 14 at Alconbury, the route suffers from significant congestion and a poor safety record, due to a sub-standard alignment, numerous at-grade right-turn junctions, and five roundabouts on an otherwise grade-separated route between the M25 and Newcastle-upon- Tyne in the North East of England.

Therefore, we support improvements to the A1 corridor to be delivered by National Highways. The development of the A428 Black Cat to Caxton Gibbet improvement scheme will address one of the key existing congested interchanges. Throughout the development of this corridor, the needs of all modes need to be considered, addressed, and integrated into any scheme.

These improvements will help to provide capacity, together with improving safety along the corridor, reducing severance to local villages, and improving journey times and reliability for journeys to, from and within Huntingdonshire along the corridor.

East / West

East – West accessibility from Huntingdonshire, in particular to and from Cambridge, is limited, and hence we are supporting a number of improvements currently being developed by National Highways and the East West Rail Company.

EWR will provide a new railway corridor linking Cambridge, Bedford, and Milton Keynes to Oxford, transforming public transport accessibility across the Oxford to Cambridge. Unlike the rest of the route the Bedford and Cambridge line will follow a completely new route and therefore connectivity to the route and interchange points must and will be integrated into the fabric of the local area, ensuring good quality, sustainable first/last mile links are provided to key destinations, public transport hubs/networks and the active travel infrastructure.

Within the district, the improvements to the A428 between Cambourne / Caxton Gibbet and the Black Cat roundabout on the A1, and a new three-level grade-separated interchange between the A1 and the A428 is essential to improve east-west movements. In order to address government policy, we will lobby for improvements for all modes.

Local Projects

Alconbury

Significant new housing and employment growth is taking place in the Alconbury Weald area. To support this growth, a number of local schemes will be identified, developed, and implemented. These will provide improvements for all modes on the A141 around Huntingdon, safeguard an alignment for A141 to the north of Huntingdon and provide better multi modal accessibility to, in and around Alconbury Weald. With regards to the A141, the CPCA has undertaken a study on the options for improving the performance of the highway which has reached Outline Business Case (OBC) and we remain committed to delivering improvements. This multi modal offer for Alconbury will include working with partners to develop a new rail station, as per Policy SEL 1.1 in Huntingdonshire's Local Plan to 2036, thereby increasing the accessibility of the area by sustainable means to key destinations.

St Ives and Wyton Airfield

Improvement projects in and around St Ives are planned to mitigate the impact of developments and connect the area's key residential and employment centres in a sustainable manner. The provision of a transport interchange could provide a focal point for high-quality bus and active travel infrastructure connecting St Ives (Busway) with Huntingdon, Alconbury Weald and potentially Wyton Airfield in the long-term.

Our A141 and St Ives Improvements project will be accelerated to reduce congestion and improve reliability across the study area to facilitate sustainable growth, improve the public realm, as well as improving connectivity through active travel modes, walking, and cycling. In addition, improvements to bus service provision and interchange will be taken in consideration.

Ramsey

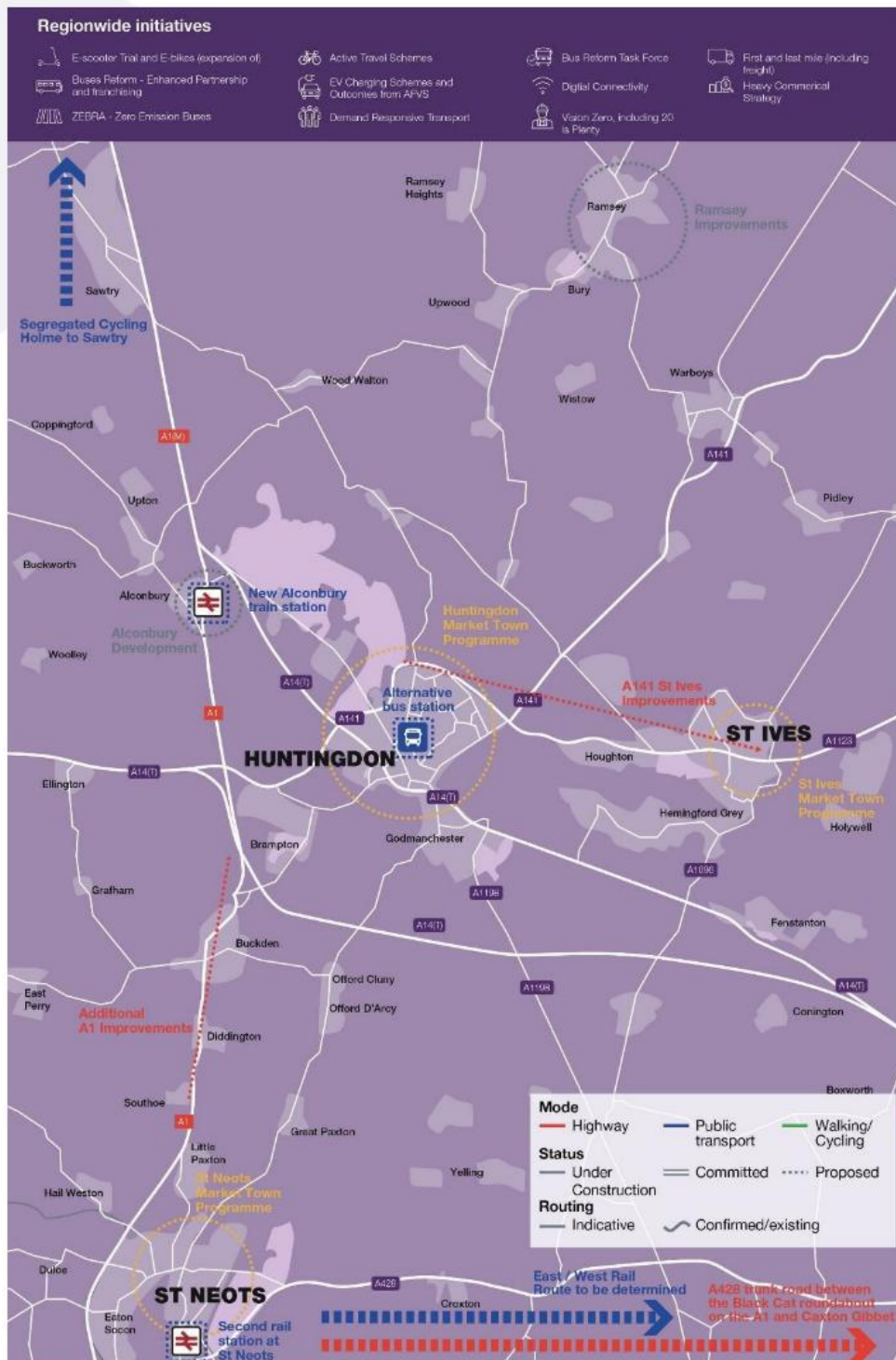
Ramsey is a town about nine miles north of Huntingdon. The parish includes the settlements of Ramsey Forty Foot, Ramsey Heights, Ramsey Mereside, Ramsey Hollow and Ramsey St Mary's. Those without access to a private car can be socially excluded with limited opportunities to access the key employment, retail, health, and leisure opportunities in the neighbouring towns of St Ives and Huntingdon, as well as the city of Peterborough.

Following a thorough assessment of the TING (DRT) trial in West Huntingdonshire, it is expected that the service will be extended to incorporate Ramsey to increase accessibility to key destinations. In addition, a study will be undertaken to fully assess the transport challenges for the area inclusive of all modes. This study will also outline the potential options to address these challenges and how appropriate funding could and should be sought.

St Neots

St Neots is a town served by a fast rail link into London that makes it an attractive location for commuters. However, the limited public transportation links to and from the town centre to the train station, residential areas (old and new) and other key attractions such as education and employment locations is hampering connectivity for the town's population.

The Future High Street Fund scheme will contribute to the regeneration of St Neots Town Centre through a range of investments that will include residential development, office space reconfiguration and the refurbishment of a range of community and arts provision at the Priory Centre. This will be supported by a number of transport interventions including enhanced active travel and public transport infrastructure as well as adjustments to car parking facilities and revamped wider public realm.



PETERBOROUGH

Background

Peterborough is a rapidly growing city, with a population of over 200,000 people. Traditionally a 'railway town', centred upon its location as a major rail junction on the East Coast Main Line between London and the North of England, it has grown significantly after its designation as a 'new town' in the 1960s. Surrounded by a predominately rural district with few major service and employment centres, Peterborough includes a large historic town centre with an extensive shopping offer, a major hospital, numerous key employment sites and the site of Anglia Ruskin University, Peterborough which opened in September 2022.

Peterborough's patterns of growth are reflected in its geography, and its transport network. Peterborough's town centre and 'inner city', including the historic Cathedral and numerous Victorian terrace streets, are surrounded by lower-density development from later years linked by a radial 'Parkway' network of high-capacity dual carriageway roads. This network supports efficient movements between and within the city, resulting in significantly less congestion than elsewhere in Cambridgeshire, helping to support significant growth around the city.

Transport is a key strength for Peterborough, with the A1 (M), A47, A15 and A16 providing strategic connections to other towns and cities. These routes, along with the city's Parkway Network provide a key connection to the strategic road network and play an important economic role for the logistics businesses across Peterborough and the many agricultural and food businesses located across Fenland and South Lincolnshire.

Growth

Peterborough has been one of the fastest-growing cities in the country over the past decade, experiencing population growth of 15% between 2007 and 2017. The fastest-growing district across the region. Recent growth has been focused at Hampton to the south of the city, a major urban extension is on reclaimed brickfields, and at Stanground in the east, together with increased development in the city centre. Several vacant and underused sites close to the city centre also offer the opportunity for continued investment and regeneration.

Peterborough's Local Plan, adopted in July 2019 outlines the vision for the city to become a destination of choice, with a walkable, liveable centre; a strong, resilient economy; and attractive, well-designed neighbourhoods, surrounded by a network of characterful villages.

The Local Plan sets out proposals to deliver 19,440 additional homes from 2016 to 2036, with growth focused within the city and within a collection of seven 'urban extensions' at Hampton, Stanground South, Paston Reserve, Gateway Peterborough, Norwood, Great Haddon and at the East of England Showground.

In addition, proposed housing growth in the surrounding districts of South Lincolnshire and North Northamptonshire has the potential to increase commuting trips to the city on key corridors including the A15, A16 and A605.

Challenges and Opportunities

To date Peterborough's transport network has served the city well, however, recent and planned housing and employment growth has resulted in capacity issues emerging on the road network. As congestion and delay increases on the Parkway Network, and queues form at key junctions, the potential for delivering new homes and jobs in the area is becoming increasingly constrained.

The city centre is also entering a new and exciting phase in its development, a phase that will deliver significant levels of growth. The vision and ambitions are outlined in the City Centre

Development Framework, which details seven 'opportunity areas' across the city centre that will be the focus for redevelopment. The extensive redevelopment of the Embankment Area and Peterborough Station Quarter are both identified as opportunity areas. To complement the City Centre development aspirations, a City Centre Transport Vision will help guide future planning policy and provide an ambitious vision that will ensure consistency to future development and growth within the city centre.

Peterborough is viewed by government as one of the 'left behind' towns that has failed fully to benefit from the growth of a knowledge economy in the UK. In the context of the Levelling Up Agenda, Peterborough is categorised by the Government as a 'Priority One' area. The allocation of 'Priority One' specifies that the Government deems Peterborough as a region in most need of investment through Levelling Up funding. Peterborough has submitted a Round 2 Levelling Up Fund bid for the redevelopment of Peterborough Station.

In July 2019, Peterborough City Council declared a climate emergency. Peterborough City Council have committed to make the council's activities net-zero carbon by 2030, and to also support Peterborough become a net-zero carbon city. Transport and Travel forms a key part of this ambition, including encouraging the use of active travel modes, public transport and electric vehicles. Increasing the number of people travelling sustainably in Peterborough will significantly reduce the city's carbon emissions, along with bringing several other vital benefits including improving physical and mental health, improving air quality, reducing travel costs and stimulating the economy and providing jobs to the local area.

Peterborough has a large network of segregated cycle and pedestrian routes and significant improvements to the public realm in and around the city centre and the railway station are expected to be delivered as part of city centre redevelopment. However, some major roads and junctions lack adequate provision for all non-motorised users, while in places the Parkway Network causes severance between communities that deters active travel between them. The development of the LCWIP for Peterborough has identified cycling routes across Peterborough where investment will give the greatest propensity to cycle. In addition, continued investment and maintenance of the network, particularly integration of walking and cycling routes into new developments, is needed to ensure walking and cycling is an attractive option for people of all ages and abilities to travel around Peterborough.

Progress To Date

Highway improvements have been delivered to support new development, including at the A47 Junction 20 that has been upgraded to a fully signalised roundabout to help to unlock the delivery of up to 2,500 new homes. Other major schemes that have recently been completed:

- Junction 18. The project increased capacity of the junction and refurbished the footbridge over the A47/A15 roundabout & junction.
- A605 Stanground. The project improved the junction of the A605 Whittlesey Road with the B1095 Milk and Water Drove by creating an additional eastbound lane on the A605 for right turning traffic.
- A605 Alwalton. An additional eastbound lane was created on the A605 from the Alwalton junction to Lynch Wood to alleviate significant congestion. A number of walking and cycling improvements were also delivered as part of this scheme.

Over recent years there has been significant focus on promoting sustainable travel across the city. The council has collaborated with Sustrans to deliver thirteen School Streets Initiatives that encourage schools to close the street outside of the school gates during drop off and pick up times. The School Streets project has realised a significant reduction in congestion close

to the school sites and increased numbers of parents, pupils and staff travelling in sustainable and active modes. Further School Streets schemes are planned in the future to ensure that active travel is the first choice for all school journeys in Peterborough.

The city has been enthusiastic to embrace the potential that new technologies may bring to the city. The city has 16 electric vehicle chargers across the city centre. Four of these are rapid electric vehicle chargers for the local taxi trade, of which £90,000 was awarded by DfT supported with an additional £22,500 local contribution. It is planned to continue the roll out of electric vehicle chargers across the city centre and also future deployment in residential areas.

Peterborough has a total of 40 dockless e-bikes which can be hired by residents and visitors throughout the city. This initiative has been successful and has replaced over 3,500 short car journeys, with more than 30,000km cycled since its introduction in xxxx

Our Approach

Investment in highway improvements, particularly on the Parkway Network, will continue to support growth where required. However active travel improvements will also form part of any improvement scheme to encourage trips on foot and by bicycle. In addition, active travel infrastructure will be delivered within new developments, providing links to existing infrastructure, which alongside public transport, will be key to making urban extensions sustainable and not reliant on the private car.

The City Centre Transport Vision will enable Peterborough to transform its growing centre in to a vibrant and attractive space that residents can be proud of whilst providing economic benefit to the city. The vision embraces emerging technologies and a shift in travel behaviour. This includes the delivery of multi-functional transport hubs on the periphery of the City Centre to replace the vast majority of City Centre car parking (private and public), and to serve as transition points for goods and deliveries destined for the City Centre.

The pace of the city centre development is already rapid, Fletton Quays is near completion, and the Embankment Area (including ARU Peterborough), Northminster and the Station Quarter are all progressing. The City Centre Transport Vision provides a significant opportunity to plan the city centre of the future and ensure a coherent growth strategy across the city centre rather than planning transport infrastructure on a development-by-development basis.

Changes in the City Centre would be closely supported by the City Council's Smart Cities Transport Strategy, and users will be able to access real time data for a range of services, including parking availability, public transport schedules and retail stock availability, helping them to make informed and efficient journeys.

Peterborough's public transport network must offer accessibility for all. Central to this is our plan for the bus network delivered through the Bus Reform work and the Bus Service Improvement Plan that will provide improvements to levels of service and operating hours. This will help ensure that the bus network provides a seamless, integrated, and high-quality service, allowing people to travel not only across Peterborough quickly and easily without a private car but also providing connections to neighbouring towns and districts. Bus services will be integrated into new developments at the outset, with the aim of ensuring high-frequency services directly serve new developments as the first new residents move in. We will continue to explore the potential to modernise Queensgate Bus Interchange to present a better gateway to Peterborough and the bus network, while improving linkages to the railway station. The river Nene also may also provide opportunities as a transport corridor and ways to improve connectivity.

The current Stagecoach bus depot is too small to facilitate electric buses, with no room for expansion. We will continue to work with partners to find a new depot location that can accommodate all the necessary charging infrastructure so that electric buses can be introduced in Peterborough in the future.

Although Peterborough is well- served by the rail network, with frequent, direct services to London, Cambridge, and Norwich, together with the West Midlands and North of England, there are a number of improvement opportunities, including faster services to London, Cambridge and Stansted Airport, more frequent services on rural routes to Cambridgeshire, Suffolk and Norfolk. In addition, opportunities to provide addition stations serving Peterborough will be considered.

Complementing this investment is the continued development of Peterborough's walking and cycling network. Continued improvements to the segregated infrastructure, and an upgrading of the cycle network to LTN1/20 standards, will help to make walking and cycling an attractive choice for short journeys. More journeys on foot and by bike will help allow residents to live active, healthy lives, together with improving air quality and reducing congestion when people switch from the private car.

Strategic Projects

Highway Improvements: Accessibility and Safety

We will work with National Highways to promote improvements to the A1 at Wittering. The improvements should address the safety concerns within the area and also provide improved access to Wittering from the strategic road network.

Rail Improvements

We will lobby and liaise with Network Rail and other partners to seek the reinstatement of four tracking from Huntingdon to Peterborough along East Coast Main Line to provide additional capacity for those wishing to access the city and beyond.

Local Projects

City Centre

We will continue to deliver improvements to the transport network to support the growth planned for the city centre and help to make it an attractive destination for shoppers, businesses, and visitors.

The emerging *City Centre Transport Vision* is a twenty-year strategy to transform the transport infrastructure within the city centre and support the sustainable growth agenda. The strategy will build upon the vision and identify how this can be delivered. The strategy will incorporate innovative new technologies to ensure that everyone has access to a thriving city centre.

Peterborough railway station is an important rail interchange on the London to Edinburgh East Coast Main line with an annual throughput of five million passengers. The station has been refurbished within the past 10 years, but its facilities are inadequate to cope with current passenger volumes and projected future growth which was forecast at 3% per annum over the next decade. Further connectivity to the railway station is proposed through a new access route associated with future development of land to the west of the station. Walking and cycling improvements will be developed as part of these plans, including the option of a segregated cycle lane along Thorpe Road to serve the new western entrance of the rail station.

Another important regeneration area is the redevelopment of North Westgate, an area of the city centre that has been underutilised for decades and will provide additional opportunities for walking, cycling and public transport in this part of the city centre.

Better serving the future site of Peterborough University (opening in 2022), to the south of Bishops' Road, together with the wider Embankment Area is imperative. The University Access Strategic Outline Business Case and further development work provides transport options for enabling and managing the growth in the area and identifies a package of measures to create and enhance walking/cycling links to the University and improve highway access to the Parkway network.

Active Travel

Peterborough has approximately 450km of both on and off-road cycle routes, including eleven named and numbered routes providing a quick, safe and easy way to get around. Linking to these routes is the 'Green Wheel' (a 45-mile-long cycle route circling the City and linking to rural fens and countryside villages). We will continue to work hard to seek improvements to the whole cycle network and to ensure that new developments successfully address the needs of cyclists.

Peterborough's Local Cycling and Walking Infrastructure Plan (LCWIP) will prioritise a series of key routes that will increase levels of walking and cycling by improving the infrastructure. The LCWIP is undergoing development and will continue to do so as Peterborough grows. Peterborough has identified sixteen key corridors that offer the greatest potential to increase numbers of people walking and cycling and offers the opportunity to expand the network to rural areas and connect outlying villages to the urban area.

The Thorpe Wood cycleway will be one of the first fully LTN 1/20 compliant pieces of infrastructure within the City and will be delivered in two phases. The scheme will increase the accessibility of the Thorpe Wood Business Park and create a more attractive route into Ferry Meadows Country Park, which is a popular destination in the area. The Council's commitment to install LTN 1/20 infrastructure in line with *Gear Change* supports plans to improve sustainable travel infrastructure across the City.

The Oundle Road cycleway between The Village and Ham Lane is currently in the design phase and will be brought forward to form part of the wider Oundle Road route improvements identified through the LCWIP.

To further support the redevelopment of Fletton Quays and the Embankment Area (including ARU Peterborough), funding has been secured for the Fletton Quays footbridge. The provision of a new footbridge across the River Nene will provide direct connectivity between two major redevelopment sites, maximising the full potential of each site, and removing the severance caused by the River Nene. The footbridge will also support existing residential communities by reducing commuting distances and providing new sustainable walking and cycling routes into the City Centre.

In addition, we will complete the public realm improvements including new paving, lighting, and street furniture, within the areas of Midgate, Broadway, Northminster and Westgate of Peterborough City Centre.

Parkway Network

Peterborough's Parkway network provides for efficient movement within and around the city and includes two of only three bridges across the River Nene. However, certain sections, including the key junctions, suffer from significant congestion and delay, particularly during the

morning and evening peak. There is a need for further investment to support growth and to encourage traffic away from the inner city and urban areas. This will provide a safer environment for walking and cycling for short local journeys in the future.

The A1139 Fletton Parkway runs from the A1 (M) to the west of Peterborough to the A47 to the east. It is a primary route and provides a link between the A14 (via the A605) and the A1 to the A47 and A16. It also serves the major urban extension at Hampton, which is expected to generate significant additional traffic flows along this key route

Further work is needed to identify and examine a range of options that will ease congestion and improve safety between Junction 3 and Junction 3a, including delivery of the ECML bridge, widening J3 to J3a and a package of sustainable transport improvements and smart cities interventions.

Junction 21 of the A15 Paston Parkway is currently operating close to capacity. With the anticipated future growth in the area, and the potential increase in traffic if the route is dualled between Glinton roundabout and Junction 22 there is a need to assess what improvements are required. These improvements would allow for the junction to operate efficiently and facilitate the potential increase in traffic, thereby ensuring that journey times are not adversely impacted. These improvements to this corridor will aim to address the concerns for all transport users including the promotion of active travel modes.

A Strategic Outline Business Case has been produced for A605 – Junction 68. Currently this is an at-grade roundabout positioned in the south-east of Peterborough's urban area. The junction serves as a gateway into the City Centre and onto the City's Parkway System (via Junction 4) from Stanground and the Market Town of Whittlesey to the east. A preferred scheme has been identified that will add capacity to the highway network, address existing problems of peak hour congestion, and help to facilitate growth aspirations for the City. We will continue to work with partners to progress this scheme in a timely manner.

Peterborough's *Smart Cities Strategy* has set out the framework for the use of real time data to maximise the efficiency of the transport network and reduce Peterborough's dependency on conventional highway improvement works. The next phase of the project will finalise the strategy and begin planning and implementing smart cities interventions.

Map of Major Schemes (to be inserted)



FENLAND

Overview

Each district of Cambridgeshire and Peterborough is different; hence we have developed distinct strategies for the geographical areas of Peterborough, Greater Cambridge, Huntingdonshire, East Cambridgeshire, and Fenland. These are set out in this chapter, and each reflects local transport constraints, opportunities, and patterns of growth.

Each strategy outlines the major schemes expected to be delivered within each area to deliver our objectives, both directly by the Combined Authority and in partnership with other local and national stakeholders. Some aspects of the strategies are, by necessity, still under development and hence all schemes will need to demonstrate value-for-money and affordability, together with alignment with our strategic priorities before they are able to proceed.

Each strategy is set out below, and includes:

- Summary of recent and planned growth, and local transport constraints;
- Progress and projects delivered to date; and
- Transport schemes to help deliver each strategy.

Background

Fenland covers approximately two hundred square miles of Cambridgeshire. It is a rural, sparsely populated district with many diverse communities, each with different needs. Approximately 80% of the district's residents live within the four market towns of Wisbech, March, Whittlesey and Chatteris, with the remainder living in a number of small villages and hamlets. [It located in the North of Cambridgeshire and borders Norfolk and Lincolnshire.](#)

Although Wisbech is the largest town in the district, March is also of notable size. Both are set to grow in forthcoming years. Wisbech and March both offer significant local employment opportunities and access to a number of key services, including education, retail, and leisure facilities. Travel patterns in Fenland are heavily influenced by the main sub-regional centres of Cambridge, Peterborough, and Kings Lynn. Growth in employment in the district has not matched workforce expansion and has resulted in significant out-commuting. Forty-five percent of residents in work commute outside the district, primarily to Kings Lynn and to Peterborough. Fenland's economy is more reliant on agriculture and food production than the rest of Cambridgeshire and Peterborough region. There are also areas across the local area with higher levels of deprivation, particularly in Wisbech.

Recent Development

Although the district remains relatively sparsely populated, Fenland has experienced considerable housing and population growth in recent years, growing by 8.7% in the decade up to 2017. Whittlesey, Chatteris and March have accommodated significant new house building, as have a number of villages including Doddington, Wimblington, and Manea. This growth is expected to continue into the coming years. Fenland District Council adopted its Local Plan in 2014. It set out the district's proposals for growth, including 11,000 additional homes from 2011 to 2031. This includes:

- 3,500 in Wisbech, plus 550 on the eastern edge of the town within the Kings Lynn and West Norfolk council area;
- 4,200 in March;
- 1,600 in Chatteris;

- 1,000 in Whittlesey; and
- 1,200 elsewhere, predominately in smaller villages

The *Fenland Local Plan* is currently under review with public consultation on a draft version ~~due later~~ held in late 2022. Based on the government's 'standard method' to calculate local housing need, in Fenland there is currently (as of March 2021) a need for 517 dwellings per year. Therefore, the overall housing need for the emerging Local Plan is expected to be in excess of 9,800 dwellings between April 2021 and March 2040.

Transport Challenges

As the region's most rural and economically deprived district, there is limited accessibility to services, employment, and education opportunities. A lack of integration between modes of transport constrains the local economy, hinders development, increases health inequalities, and has an adverse impact on the area's environment. The historic development of the district along the route of the River Nene means that outside the four towns, the population of the district is sparsely dispersed across a very rural area, characterised by small villages and hamlets. This rurality has led to a high dependency on the private car, which can result in transport poverty for some families. Poor availability of public transport and limited active travel infrastructure across the local area can mean that there are no genuine, realistic alternatives to the private car and therefore those without access to one are isolated.

Cross border travel

As set out in the background section above, access to a range of places, especially for employment is essential. Connectivity to Cambridge, Peterborough and Kings Lynn is essential. There are also strong employment links to wider parts of Norfolk and into South Lincolnshire. Many children and young people access education in Lincolnshire and Norfolk travelling from Fenland. Access to transport for cross border journeys needs to be improved.

Accessibility to essential services

Twenty percent of residents have no access to a car and yet the proportion of journeys undertaken in the towns on foot or by bike is relatively low. This is due in part to the absence of high-quality walking and cycling infrastructure and high levels of accidents. This serves to exacerbate poor health outcomes that already exist within Fenland. Key indicators around life expectancy, obesity and physical activity are considerably worse for some parts of the district's population when compared to the rest of the region and the national average. In addition, access to employment, education, and key services for those who do not have access to a car is often limited, thereby having a detrimental effect on their mental health through a sense of social isolation and exclusion.

The role of the car

Increasingly the high dependency on the private car has led to fewer viable alternatives for even short journeys, resulting in a vicious circle whereby public transport provision has become less viable as demand decreases and active travel modes are less attractive due to the high levels of traffic, high accident rates and associated air pollution. Furthermore, increasing the dependency on the private car increases carbon emissions, the effects of which globally are likely to have a disproportionate effect on the district given its low-lying geography.

Railways

Whilst the Ely-Peterborough railway line passes through the district, Manea, March, and Whittlesea are the only stations for the region providing access to the wider region and beyond. March has an hourly service between Stansted Airport, Cambridge, and Peterborough (continuing to Birmingham), two hourly services to Ipswich and limited direct services on route to Norwich and services north towards Liverpool. These services offer good opportunities for commuters but, services in the early morning and evenings are less frequent, making it difficult to rely on for some journeys including travel to and from the airport and to access the evening economy. Whittlesea and Manea railway stations have approximately two hourly services. A previous audit of all Fenland railway stations identified deficiencies in the provision of facilities at each station in terms of general station information, access to the station and customer facilities at the station.

Bus Services

Bus services have declined significantly due to a reduction in financial support. Where they do exist, they are largely limited to the key corridors between towns and have a limited frequency that do not provide a genuine alternative to the private car in terms of convenience. Weekend and evening services are significantly reduced and make it difficult for those without access to a car to travel. Continual amendments and changes to timetables make it difficult for those who rely on bus services to continue their employment or for young people to access education and training of their choice.

Community Transport

Fenland Community Transport (FACT), operate dial-a-ride services five days a week linking to areas not served or poorly served by the bus network; however, at present there is limited integration between these services and the wider public transport network. This therefore acts as a barrier for those residents who are wishing to make longer journeys beyond the district boundaries (such as to Peterborough).

Public transport integration

The lack of integration between different public transport options and services, coupled with inadequate or non-existent provision of high-quality walking and cycling infrastructure for the first/last mile links, limits the ability to provide a genuine alternative to the private car. This in turn makes it difficult for residents without access to a car to travel to key employment, leisure, educational and healthcare services, such as Peterborough City Hospital.

Links to the strategic road network

Fenland links to the wider national highway network by dual carriageway are very limited. There is a limited stretch of dual carriageway on A47 in the northwest corner of Fenland. The district's road network primarily consists of rural, single-carriageway A-roads. Several key junctions act as 'pinch points' on the network, especially in and around the towns. These suffer from severe peak-time traffic congestion impacting on all road users. Reflecting the low-lying Fenland environment, some routes suffer from regular flooding, such as North Bank near Whittlesey, and require specific maintenance due to being constructed on peat soils.

Progress to date

Progress in recent years has been made regarding a number of Fenland transport issues, which are as follows:

Railways and the Hereward Community Rail Partnership

Since the previous adoption of the Cambridgeshire and Peterborough LTP in 2020, progress has been made on a number of key projects. We have already committed £9 million of investment into March, Manea, and Whittlesea railway stations to aid their regeneration. In addition to the number of smaller projects that have been delivered, such as new waiting shelters on platforms, additional cycle parking and new ticket machines, major improvement work has been undertaken at March railway station. This project has delivered an open-plan ticket hall and waiting area, accessible modern toilets, and retail facilities as well as an upgraded and extended car park. In addition, Manea Station will have a car park for the first time including more cycle parking and bus turning facilities.

The Hereward Community Rail Partnership, established in 2012, has continued to work to promote rail services between Ely and Peterborough, through engaging with train operating companies to improve services, and support station groups such as the Friends of March Station. Significant growth in the use of the Fenland railway stations has been achieved since 2012, with in excess of an additional 100,000 journeys per annum.

The Fenland Walking, Cycling and Mobility Aid Strategy

Fenland District Council adopted ~~its~~ [the second version of its](#) Walking, Cycling and Mobility Aid Strategy in [October 2022](#). ~~November 2021~~. Delivery of this strategy will see fundamental change in the ability to be able to walk and cycle in and around the towns, villages and hamlets across Fenland and increase accessibility between towns. This approach will enable significantly higher levels of walking and cycling whilst providing for successful integration with our public transport network.

Accessibility and the Fenland Transport Strategy

It is well recognised that accessibility is a major transport challenge in the district and that this should be the focus of the emerging Fenland Transport Strategy (child document to the LTCP). The first step of identifying exactly where and what these challenges [have been](#) undertaken through an accessibility [Evidence Study and report \(2020\)](#). This forms the basis of the approach to address these accessibility issues, with a view to adopting a focused, localised Strategy. [It is expected that the Fenland Transport Strategy will be adopted in 2023. The latest version of the strategy can be viewed on Cambridgeshire County Council website from this link: Fenland Transport Strategy - Cambridgeshire County Council](#)

March Area Transport Study

The *Fenland Retail Study* (2009) and Growing Fenland Strategy (2019) identified March as one of Fenland's two major town centres, providing a range of facilities and services for an extensive rural catchment area. Currently March town centre does not function in a way that promotes resilience, diversification, and sustainable growth. This is due in part to significant severance and dislocation issues. Property values are well below regional and national levels, and development appraisals prepared by independent specialists show a consistent viability gap for residential, retail, and other uses.

Further public consultation on the March Area Transport Study (MATS) has been undertaken, ahead of the Outline Business Case. In November 2021, we unlocked further funding to allow detailed design work to be undertaken and for the full business case to be developed.

Whittlesey Kings Dyke Level Crossing

Infrastructure improvements are being delivered to better connect Fenland to Peterborough, the nearest major urban centre. The removal of the level crossing at Kings' Dyke that has long been the cause of delays between Peterborough and Whittlesey, with a new road bridge replacement is well underway. All the major structures have now been completed and work has started on connecting the new road to the existing network. The scheme is on track to be completed by the end of 2022.

Study work and funding to address other Fenland transport matters

Since 2014, several significant improvements, including allocating £10.5 million for a package of improvements to the road network in and around Wisbech to help stimulate sustainable housing and economic growth. In addition, £1.5 million has been approved to fund a study into a potential future rail link between Wisbech and March. The investment to improve March, Manea, and Whittlesea railway stations included funds to allow for 70 new solar powered 'cats eyes' providing an illuminated walkway to Whittlesea railway station.

Our Approach

Our vision is:

Improving accessibility to and within Fenland by all modes and for all people ~~is central to our overarching Strategy for Fenland.~~ Infrastructure improvements and the ability to travel on an integrated network are central themes to achieving the overarching Fenland strategy

The vision will also be supported and delivered by a range of other transport strategies for Fenland including Fenland Transport Strategy, Cambridgeshire Active Travel Strategy, Fenland Rail Development Strategy and Fenland Walking, Cycling and Mobility Aid Strategy. All of which include ambitious schemes to address the transport challenges in Fenland.

Key opportunities and themes which form part of our approach are as follows:

Connectivity including cross border travel

Better links to key service centres such as Peterborough, Greater Cambridge, Kings Lynn, and the rest of the country will make Fenland a more attractive place to live and work. This will also create new opportunities for residents to travel to employment, retail, leisure, education, or training elsewhere. We will look to support the investment in infrastructure with a simultaneous push to making transport and travel choices more accessible for residents in Fenland, many of whom either cannot travel easily or need help and encouragement in using these travel choices. Connectivity to the transport network, both physically and in terms of accessibility for all users is a primary area in need of development in Fenland.

Greater consideration will be given to the cross-border journeys into Norfolk and South Lincolnshire, particularly where those journeys are for employment and education. The role of social and leisure journeys beyond Cambridgeshire is also noted given the proximity of these areas to Fenland. Closer working and co-ordination with the local authorities and other key stakeholders in these areas will form part of the approach to improve cross border transport issues.

A railway for Wisbech

Reopening the link by rail or autonomous vehicles to Wisbech will transform accessibility to and from the town. This will ensure residents and businesses in Wisbech are able to reach Cambridge in approximately 45 minutes through seamless integration with other public

transport services allowing access to the opportunities across Greater Cambridge. In addition, we will continue to progress our ambition for Wisbech Garden Town and this link forms a fundamental component of this scheme's delivery.

A47

A package of improvements to the A47 between Peterborough, Wisbech and Kings' Lynn, including much-needed upgrades to junctions and interchanges are necessary to increase accessibility across the region.

In the longer-term, we will continue to explore the case to increase capacity on the A47, further reducing journey times and reliability as well as address safety for all road users including commuters and freight. Local junction improvements within Wisbech as part of the Wisbech Access Strategy will help to relieve congestion, provide additional highway capacity for the benefit of all users. These will be delivered along with bus, walking, and cycling improvements to support the town's sustainable growth.

Bus Services

Key to the successful delivery of the strategy is a more integrated, seamless public transport network that provides a genuine alternative to the private car and allows access to employment, education, retail, and social opportunities. In line with the recommendations of the Bus Reform Review and the Bus Service Improvement Plan, the plan for the bus network includes the continued support for our key interurban routes between Wisbech and Whittlesey, March, Chatteris, Peterborough and King Lynn. We will work in partnership with operators to review levels of service at evenings and weekends to increase the levels of accessibility across the district. The challenge of providing regular and financially viable bus services in rural areas is well recognised. Solutions to this matter must be found in Fenland to achieve the integrated and seamless network that reduces reliance on the car. Opportunities to link with other transport, such as community transport and demand responsive services, need consideration along with a good understanding of where the public want and need to travel.

Community transport and demand responsive services

Support for community transport within Fenland will continue and the potential for ~~Demand Responsive~~ Demand Responsive Transport (DRT) to seamlessly connect with core inter urban bus services will be explored and implemented where appropriate. We support and will seek to improve the integration with a future DRT scheme, the FACT Community Transport network, and Fenland Car Schemes to effectively provide the vital links with rural hamlets and villages that are not directly served by the bus network.

We will work to ensure that it is easier for passengers to make journeys involving a combination of bus, DRT, rail, community transport, and active travel modes through seamless integration between modes. New rural travel hubs will offer improved interchange between transport modes, acting as a gateway to our public transport network, combined with better integrated ticketing and timetabled connections. This will help ensure that residents can travel easily to destinations without having to rely on a car and will simultaneously reduce pressure on our highway network.

Active Travel - Walking, Cycling and mobility Aids

New, high-quality active travel infrastructure will be developed across Fenland and along upgraded highway corridors and linked to new developments. This network will help to make walking and cycling a safer, more attractive option for local journeys. Moreover, we will seek

opportunities to improve interchange between public transport and active modes, particularly for first/last mile trips and ~~short distances~~ short distance journeys within and between Fenland market towns and villages. Our approach will realise the benefits of the emerging *Fenland Transport Strategy*, ~~and the~~ Active Travel Strategy and Fenland Walking, Cycling and Mobility Aid Strategy.

~~We will continue to pursue the Travel Champion and Travel Buddy schemes, along with other 'softer measures' such as travel planning that are aimed at helping to encourage and support users who may feel less confident about using public and community transport options. This will help to reduce connectivity and accessibility issues within the district, but also maximise the investment in the new transport infrastructure.~~

It is recognised that active travel modes are more difficult in the rural areas of Fenland; however, by supporting and providing the high-quality infrastructure for these modes it is hoped that more journeys will be undertaken on foot and by bike. These improvements will be implemented on new and existing corridors, focusing particularly in addressing the missing links within the rural network. These will help to alleviate traffic congestion that is found in the towns, whilst also helping to improve air quality. In addition, these improvements will allow those without access to a car – such as teenage children – more independence and opportunity to travel to key destinations. The implementation of the East Anglian Alternative Fuels Strategy, in partnership with local districts and national government, will help to reduce carbon emissions towards net zero and improve local air quality.

Social inclusion and supporting our communities

~~These~~ New opportunities to travel will need to be supported by supplementary measures aimed at encouraging and supporting use, such as the Travel Buddy and Travel Champions schemes. We will continue to pursue the Travel Champion and Travel Buddy schemes, along with other 'softer measures' such as travel planning that are aimed at helping to encourage and support users who may feel less confident about using public and community transport options. This will help to reduce connectivity and accessibility issues within the district, but also maximise the investment in the new transport infrastructure.

Strategic Projects

East / West Corridor

The A47 is both a nationally and internationally strategic link. It forms part of the TEN-T Trans European Network Route, making it a part of the European Union's strategic transport network. Nationally, it is a key route into East Anglia, connecting Norwich and Norfolk with the East Midlands and the A1, and therefore carries a significant number of heavy commercial vehicles.

At a local level, the A47 allows for local movements and direct access between Peterborough, Wisbech and Kings Lynn. Therefore, the A47 acts as a key commuter route for people travelling to and from these key destinations.

The long-distance regional trips (and particularly heavy commercial vehicles) generate a consistent flow of traffic along the route, and when this is mixed with localised commuter traffic the network comes under substantial strain and congestion is common. This is particularly common on the approaches to key junctions such as the A47 / A1101 Elm High Road Roundabout. The high proportion of heavy commercial vehicles travelling along the single carriageway section between Thorney and Wisbech creating an unsafe environment for all road users as some vehicles cannot overtake safely which in turn can lead to increased driver frustration and risk taking.

To address these issues, we continue to work with National Highways to assess the viability of the A47 dualling/capacity improvements proposal between the A16 Peterborough and Walton Highway, whilst continuing to assess the viable alternative routeings for active travel modes along and across the corridor.

Wisbech Rail

Construction of a new link to Wisbech will transform accessibility of the town. Options for rail, ultra-light rail, and other high order transit such as tram/Light Rail Transit and Bus Rapid Transit are being considered. Residents and businesses in Wisbech would benefit from being able to reach Cambridge directly, connecting them to the opportunities within Greater Cambridge, including well-paid, skilled roles in the knowledge economy, retail, leisure, education and training opportunities at the University of Cambridge, Anglia Ruskin University and Cambridge Regional College. It will also play a key role in supporting the ambition for Wisbech Garden Town, helping to secure the viability and delivery of additional development.

Local Projects

Fenland Station Regeneration

Significant elements of the package of planned enhancements to railway stations within Fenland at Manea, March, and Whittlesea will be completed. Further work is required at all the stations. For example, short platform lengths currently prevent longer, higher capacity trains from calling at the stations, as well as reducing the frequency of trains able to stop. [The potential for interchange with buses is required at all three stations and does not exist at present.](#) In addition to platform lengthening, we will fund station enhancements to improve the quality of station and waiting facilities, as well as improving access to, from and at the stations, following continued engagement with the Hereward Community Rail Partnership. A pedestrian bridge for Whittlesea Station will enable people to catch trains and link to the industrial area from the town when the level crossing is closed.

Wisbech Access Study

The Wisbech Area Transport Study (WAS) is a three phased package of multi modal transport schemes aimed at delivering growth in and around the town. The schemes aim to address congestion, safety concerns, active travel provision and resolve challenges of a transport network that interfaces with a river at key junctions, and with limited crossing opportunities.

- Three initial schemes contained within the WAS are the A47/A1101 roundabout improvements, the A47 Broad End Road junction improvements and the A1101/Weasenham Lane junction.
- We support the development and implementation of two A47 schemes located in Norfolk as these have significant importance to Wisbech and Cambridgeshire along with the A47 corridor due to the east-west nature of the route.

The medium-term phase of WAS focuses specifically on Wisbech and unlocking its potential across a range of modes.

- Freedom Bridge roundabout and the adjacent bus station will see improvements for walkers, cyclists, bus services and road users. There is potential for wider economic growth and regeneration proposals in these locations.

- Improvement schemes along Cromwell Road will open significant opportunities for Wisbech whilst generating a modern and improved gateway into the town from the west.

The third phase of WAS focuses on strategic traffic and unlocking the potential for Wisbech by removing traffic from its centre allowing for greater use of active travel modes. This will include:

- The provision of re-routeing opportunities (especially for business access);
- Quicker journeys for longer distance traffic that currently must use the centre of the town; and
- The western industrial link road is a key component of delivering the sustainable growth strategy for Wisbech.

For the medium- and longer-term phases, further feasibility and development work will be needed before firm opportunities for delivery funding are known.

March Area Transport Study (MATS)

MATS identifies a number of locations in and around the town where transport interventions were needed to address existing congestion problems, missing active travel links and to provide capacity for future sustainable housing and employment growth.

An online public consultation on proposals was held in May 2020 with subsequent approval for further funding being made by the CPCA to move to Outline Business Case/preliminary design.

The MATS study contains five schemes:

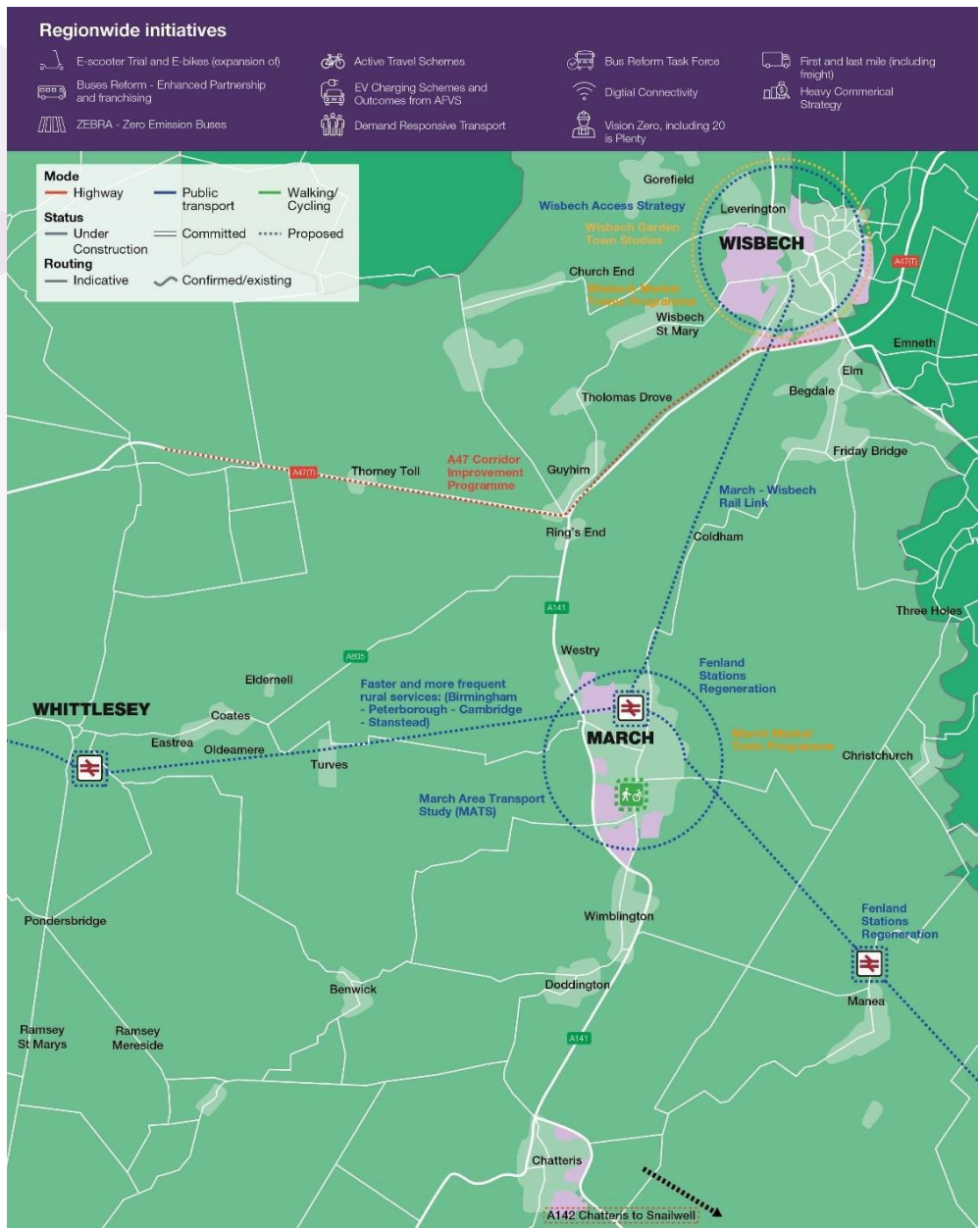
- A141/Peas Hill roundabout capacity improvement, in conjunction with a developer funded and delivered roundabout at the junction of A141/Hostmoor Avenue;
- A141/Twenty Foot Road junction, introduction of traffic signals;
- Broad Street/Dartford Road/Station Road junction, replacement of traffic signals with a mini roundabout and converting Broad Street to a single lane in each direction;
- Development of a Northern Link Road between Hundred Road/Melbourne Road in the south and Longhill Road to the north; and
- High Street/St Peters Road upgrade to existing traffic signals.

MATS will deliver nine minor schemes specifically focused on improving the safety for March residents. In addition, a pedestrian and cycling strategy will be developed and implemented in town, with in excess of ninety possible interventions identified to improve the environment for pedestrians and cyclists.

Community Rail Partnership and Local Rail Improvements

The Hereward Community Rail Partnership (CRP) provides a local voice for the community to have their say on issues relating to railway. The CRP works to ensure that there is strong awareness of railway services locally and more widely through promotion and events.

Before the Covid-19 pandemic, the Fenland railway stations had seen significant growth in usage with over 100,000 additional railway journeys each year. The CRP lobbies for railway service improvements and has played a key role in the delivery of the two hourly service from Manea, the additional CrossCountry services that stop at Manea and the extra Norwich – Liverpool services which stop at March.



Monitoring and Performance

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1 Overview

A set of focused, clear, and measurable indicators provides accountability and incentives for improved performance and can help deliver better value for money as interventions are sought to maximise performance.

The Combined Authority will at all times aim investment in the transport network that offers the best value for money for Cambridgeshire and Peterborough. The performance indicators will be essential to the Combined Authority as part of its decision making about future priorities for funding in pursuit of the aims and objectives of this LTCP.

This LTCP has a total of twenty-two indicators and sixteen targets, these cover those areas considered most critical to local success. These are central to and most closely aligned to this LTCP.

These locally relevant performance indicators have been grouped into three categories, designed to provide a clear measure of performance and delivery:

- Targets – where it is considered that an outcome is clearly attributable to our actions. As a result of this more direct influence, numerical targets have been set which act as a driver of performance;
- ‘Traffic lights’ – where measuring progress is also useful, but where many actions have contributed to an outcome, a ‘traffic light’ system is used to identify overall trends; and
- Monitoring only – indicators that lie outside of the partners’ direct influence and are therefore not considered to be a fair measure of performance, or where data quality is not sufficiently accurate to measure performance.

Figure xx shows the outcomes being sought to ensure the aims and objectives of this LTCP are achieved in a timely and effective manner. These are colour coded to the set of indicators that are best placed to demonstrate the impacts of the agreed transport priorities.

Further indicators may be developed as a result of new and emerging trends, especially in light of the continued emergence from the Covid-19 pandemic.

In addition, Public Health outcomes and indicators, developed by the NHS, may be useful in performance monitoring of this LTCP and we will explore these issues with partners as the plan continues to be rolled out.

It is the intention of the Combined Authority to continue to monitor progress on implementing LTCP on an annual basis. It will therefore form an essential element of the process of review and decisions on future spending. The metrics will be reported by the Combined Authority’s Programme Management Office to the Transport and Infrastructure Committee on a regular basis. The metrics reported will have regular milestones and appropriate programme review dates to track progress and make the necessary amendments.

Due to the Covid-19 pandemic it is essential to have an appropriate baseline against which progress can be monitored. Therefore, the indicators and targets outlined in the Plan will be baselined in 2022 and assessed against 2019 to ensure they reflect the current demands and position. Following this, targets and trajectories will be established, agreed, and monitored by the Transport and Infrastructure Committee.

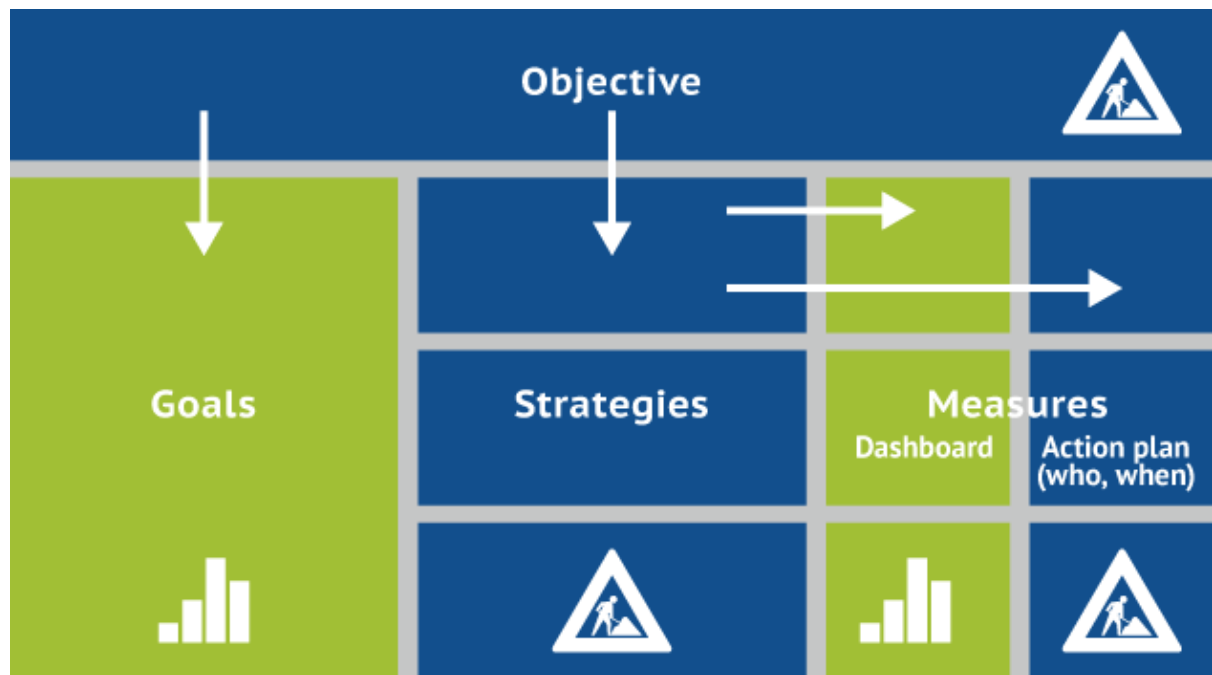


Figure 1 - Needs a caption

2 Metrics

2.1 Connectivity

Indicators	Targets
<ul style="list-style-type: none"> • Mode share (cordons) • Proportion of households with access to cars by district • Proportion of households with access to cars by income • Public transport trips per person per year by household income • % of households within 10 mins' walk of a bus stop with a service of at least once an hour • Car ownership by deprivation decile • Rail punctuality • Local bus passenger journeys originating in the authority area (million) • Average journey length by purpose and car ownership 	<ul style="list-style-type: none"> • Digital (broadband) availability • Proportion of fully accessible buses on certain routes or in areas • Bus punctuality

2.2 Productivity

Indicators	Targets
<ul style="list-style-type: none"> Number of peak hour vehicle journeys 	<ul style="list-style-type: none"> Journey time reliability on strategic important routes during the AM peak Key Route Network speed (AM peak) % change in peak period journey time along key routes and corridors (by vehicle type)

2.3 Climate Change and Environment

Indicators	Targets
<ul style="list-style-type: none"> Trips per person by mode of transport or journey purpose Proportion of urban trips under five miles taken by (i) walking & cycling, (ii) Public Transport % of plug-in vehicles 	<ul style="list-style-type: none"> Reduce per capita transport carbon emissions Number of charge points available to the public

2.4 Health

Indicators	Targets
<ul style="list-style-type: none"> Proportion of people within xx mins of green open space % of deaths attributed to air pollution 	<ul style="list-style-type: none"> % increase use of cycling Levels of noise pollution Levels of light pollution Levels of air pollution Transport related AQMAs Reduce levels of traffic derived Nitrogen Dioxide Length of cycleway per district

2.5 Safety

Indicators	Targets
<ul style="list-style-type: none">• Number of child pedestrian casualties per 1,000 children in population• Reduce the number of highway casualties• Proportion of people who say they do not use public transport because of fear of crime• Child pedestrian accident rates• KSI casualties in 10% most deprived areas• KSI casualties by road user type and district• KSI casualties by user type vs user type	



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

The Cambridgeshire and Peterborough Local Transport & Connectivity Plan: Digital Policy

February 2023



Version History

Revision Number	Revision Date	Nature of Revision	Checked by	Reviewed by	Approved by
V1.0	19 September 2022	Draft for internal review			
V2.0	22 September 2022	Draft for client review			
V3.0	21 October 2022	Updated draft following client review			
V4.0	20 December 2022	Updated following further inputs from CCC			
V5.0	21 February 2023	Updated following further inputs from CCC, Greater Cambridge Shared Planning Service, and Peterborough CC			



Enhance digital connectivity

Ensure the availability of high quality, affordable digital connectivity services and support the adoption of digital technologies

Overview

The Cambridgeshire and Peterborough [Digital Connectivity Strategy for 2021-2025](#) forms the basis for this digital policy as part of the Local Transport and Connectivity Plan.

Digital connectivity plays an increasingly important role in providing access to jobs, and to services and experiences such as entertainment, social interaction, shopping, banking, education, and healthcare. During the Covid-19 pandemic lockdowns we were heavily dependent on digital connectivity for enabling people to work from home, students to attend online classes and lectures, and for keeping in touch with friends and family. Lockdowns necessitated various swift transformations that have endured: many more businesses now use collaborative software such as Zoom and Teams; many more people now work from home at least part of the week; retailers have boosted their ecommerce capabilities; and GPs make much more extensive use of remote consultations over the phone or online.

There are important interactions between our use of digital technologies and the transport system. Most obviously, digital connectivity enables more working from home and remote meetings, and this has significantly reduced travel for commuting and for business. Increased use of online shopping has also reduced the need for individuals to travel to and from shops, while increasing the numbers of light goods vehicles delivering orders. On public transport, mobile connectivity helps to make journeys more productive, interesting, and pleasant, whether accessing work applications or entertainment, and this is a factor influencing a modal shift away from cars. Furthermore, the transport system itself is of course already highly reliant on digital technology, for monitoring traffic and road conditions, controlling traffic lights, providing real-time passenger information, smart motorway signage etc; and new applications such as smart parking and AI-controlled road junctions offer the prospect of further improving the efficiency and sustainability of transport. Such considerations are behind the updated title of the plan: the Local Transport and Connectivity Plan - emphasising the importance attached to improving digital connectivity.

Much has already been achieved in this regard, in particular the success in making superfast broadband nearly ubiquitously available across the Combined Authority. However, this is a rapidly moving area, driven by exponential improvements in technology. Telecoms develops far more rapidly than any other type of infrastructure: for example, average monthly data usage on fixed broadband lines increased by 19% *per annum* in Cambridgeshire and Peterborough between 2018 and 2022. With the ongoing roll-outs of new technologies such as full-fibre broadband and 5G mobile infrastructure, it is vital that Cambridgeshire and Peterborough stays at the forefront of digital connectivity in terms of:

- Fixed broadband connectivity;
- Mobile connectivity;
- Smart infrastructure; and
- Digital adoption, access, and inclusion.



Policy theme X.1: Fixed broadband infrastructure

Overview

There is now nearly ubiquitous coverage of superfast broadband services in Cambridgeshire and Peterborough: as at September 2022, 97.3% of premises could access services with download speeds of 30 Mbps or more, according to Ofcom¹. Only 0.7% of premises are now unable to obtain a service at 10 Mbps or more, and these are covered by a Universal Service Obligation whereby BT is obliged to provide a 10 Mbps+ service if requested (up to a cost threshold of £3,400 per premise). This progress has been achieved through a combination of private sector investment by the telecoms operators, plus public 'gap-funding' through the Connecting Cambridgeshire programme for areas where there were no plans for commercial superfast roll-outs.

The focus for industry players and policy-makers has now shifted to rolling out gigabit-capable (i.e. 1,000 Mbps+) and full-fibre infrastructure. Gigabit services are primarily delivered over Virgin Media's cable network and through full-fibre networks being rolled out by operators such as BT Openreach, CityFibre, Hyperoptic, and OFNL. The UK Government has set targets for the proportion of UK premises covered by gigabit-capable networks: 85% by 2025, and 99% by 2030².

In Cambridgeshire and Peterborough, the coverage as of September 2022 stood at around 70% of premises for gigabit-capable networks and 49% for full-fibre, both of which were higher than the UK averages of about 68% and 41% respectively³. The Government's expectation is that commercial gigabit roll-outs should achieve about 80% UK coverage without the need for any public subsidy.

Government has set a target of 85% gigabit-capable coverage for the UK by 2025; however, this is an average for the country and there is a danger that without a specific focus, as a predominantly rural area, we will no longer be at the leading edge and will not have the ubiquitous forward-facing infrastructure we need for our area to prosper. Therefore the Digital Connectivity Strategy has set a local target to meet at least 85% coverage by 2025. This will be met by a combination of coverage provided by commercial operators, investing their own funds to roll out infrastructure in our area, and by coverage provided on a 'gap funded' basis as part of the Government's Project Gigabit procurement programme, of which Cambridgeshire and Peterborough is one of the first pilot areas. Project Gigabit will provide up to £68 million in public funding for the area, with procurements managed centrally by Building Digital UK, an executive agency of DCMS.

Cambridgeshire and Peterborough has a very dynamic commercial environment, with a number of active suppliers planning significant investments in gigabit-capable infrastructure. However the challenges involved in rolling out broadband infrastructure, particularly in rural areas, means that the operators need a supportive local environment in order to deliver successfully. We will continue to work closely with

¹ Source: [Connected Nations 2022](#) (Ofcom, December 2022). Note: Connecting Cambridgeshire uses 24 Mbps rather than 30 Mbps to define 'superfast'. The 24 Mbps metric is not regularly reported by Ofcom, but another source, [Thinkbroadband](#), estimates that 24 Mbps coverage was c. 98.6% in Cambridgeshire and Peterborough at December 2022.

² Source: [Levelling Up the United Kingdom](#) (DLUHC, February 2022)

³ Source: [Connected Nations 2022](#) (Ofcom, December 2022). [Thinkbroadband](#), estimates that gigabit coverage was c. 74% and full fibre coverage was 51% in Cambridgeshire and Peterborough at December 2022.



operators to support investment, remove barriers and facilitate coverage to ensure planned commercial investment is delivered.

Policy Summary

Connecting Cambridgeshire is the delivery body for the Combined Authority's digital infrastructure strategy covering Cambridgeshire and Peterborough⁴. To support the continuous improvement of fixed broadband infrastructure the Combined Authority will, with the Connecting Cambridgeshire programme, continue to:

- Facilitate industry investment in fixed broadband infrastructure;
- Work with government to deliver public funded fixed broadband solutions where commercial coverage is not viable; and
- Integrate fibre ducting in transport and other infrastructure schemes and exploit this asset.

Policy X.1.1 Facilitate industry investment in fixed broadband infrastructure

The Combined Authority will continue to support barrier-busting work with network operators and the councils/Local Planning Authorities to encourage investment and facilitate commercial coverage of improved fixed broadband infrastructure by:

- Supporting appropriate siting of infrastructure such as street cabinets;
- Establishing timely and constructive communications and relationships between the network operators' and the Local Highways Authorities' respective teams;
- Supporting street works permit schemes that are proportionate and efficient, and in line with best UK practice; and
- Supporting timely wayleave agreements with network operators for access to council-owned land and property.

Policy X.1.2 Work with government to deliver public funded fixed broadband solutions where commercial coverage is not viable

The Combined Authority will continue working with the UK Government to:

- Achieve the timely and successful implementation of the Project Gigabit programme's gap-funding procurements of gigabit-capable coverage;
- Identify and access public and private funding to support fixed broadband infrastructure; and
- Support and extend the national Gigabit Broadband Voucher Scheme, which provides government funded vouchers, with a local top-up where needed, for homes and businesses that will not be covered by commercial or gap-funded schemes.

Policy X.1.3 Integrate and exploit fibre ducting in transport and other infrastructure schemes

By integrating appropriate ducting into transport and other infrastructure schemes we are helping to speed up commercial deployment of fibre networks, minimise future

⁴ In the remainder of this digital policy, statements saying that 'the Combined Authority will...' should be taken to mean that this will be delivered via the Connecting Cambridgeshire programme.

disruption of roads and walkways, and reduce the carbon emissions associated with installing new ducting. The Combined Authority will continue working to:

- Support the integration of fibre ducting into locally-managed transport and other infrastructure schemes;
- Lobby for fibre ducting to be included in nationally-managed transport and other infrastructure schemes involving Cambridgeshire and Peterborough;
- Support the coordination of fibre ducting provision with other utility projects where appropriate; and
- Ensure that the fibre ducts owned by public authorities are comprehensively mapped, well managed and actively promoted for use by commercial network operators – for example through the Light Blue Fibre joint venture between Cambridgeshire County Council and the University of Cambridge.

Policy theme X.2: Mobile infrastructure

Overview

People of all ages increasingly rely on mobile internet access for socialising, shopping, home working, banking, digital payments, public service information, news, and entertainment. Mobile connectivity is also an important underpinning technology for the Combined Authority's work to improve bus services: to be successful, Demand Responsive Transport and new travel hubs will need travellers to be able to book, track services and understand disruptions to give the best possible customer experience.

Cambridgeshire and Peterborough enjoys reasonably high overall levels of mobile 4G coverage: as of September 2022, 75% of premises could obtain an indoor signal from all four mobile networks, and 98% of the geographic area had outdoor coverage from all four operators⁵. However, the situation varies significantly across the Combined Authority area: for example, only 56% of premises in South Cambridgeshire could obtain an indoor signal from all four mobile networks as of September 2022. Whilst remaining gaps in 4G geographic coverage should be addressed through the Government's Shared Rural Network programme, which entails £1 billion investment across the UK from the operators and the UK Government, little progress on partial not-spots has been seen to date across the region.

The latest generation of mobile technology, 5G, not only offers higher speeds than 4G but also provides lower latency (i.e. quicker response times), the ability to handle much higher densities of devices, improved energy efficiency, and greater flexibility in tailoring services to specific user needs. These features are expected to be useful for businesses in taking advantage of applications such as augmented reality, factory automation and asset monitoring – helping to boost productivity. 5G services are also likely to be crucial to support future plans for incorporating autonomous vehicles into public transport services, building on earlier feasibility and pilot projects in the Cambridge area.

Roll-outs of 5G are still at a relatively early stage in Cambridgeshire and Peterborough, and coverage varies markedly by operator. Connecting Cambridgeshire is facilitating multi-party discussions to facilitate operators' 5G roll-out plans. Three, O2 and EE have some 5G coverage (though not city-wide) in both Cambridge and Peterborough, and Three is actively looking to expand into market towns such as Ely, Huntingdon and

⁵ Source: [Connected Nations 2022](#) (Ofcom, December 2022)



St Neots. Vodafone has very little 5G coverage currently in the region but has started to submit planning applications for 5G equipment in Cambridge.

Mobile infrastructure presents significant challenges from a planning perspective, especially in historic areas, given their potential adverse visual impacts and the effect on street clutter. Planners in Cambridgeshire and Peterborough have recently seen a surge in planning applications for new or replacement mobile masts to support 5G roll-outs. In the Greater Cambridge area more than half of such applications (submitted between September 2019 and August 2022) have been refused. There is a clear tension between the need to facilitate rapid roll-outs of new technologies, and the need to preserve the character of our streetscapes.

Current 5G roll-outs are focusing on expanding coverage as widely as possible through the large 'macrocells' served by tall masts or roof-top sites. However, many consider that the full benefits of 5G – in terms of speeds and latency - will only be realised with 'network densification', implementing networks of relatively closely packed 'small cells'. These small cells will typically be located closer to ground level, and may be positioned on street furniture such as street lights and CCTV columns. For future roll-outs of small cells, there is a particular issue in Cambridgeshire in that the street lights are managed under a Private Finance Initiative (PFI) contract; this currently restricts the County Council's ability to offer these assets for other purposes such as hosting mobile infrastructure.

Policy Summary

To facilitate the continuous improvement of mobile infrastructure across the Combined Authority we will continue to:

- Identify areas of inadequate mobile coverage/capacity;
 - Facilitate mobile infrastructure delivery;
 - Encourage the use of council assets for hosting mobile infrastructure;
 - Explore with operators and with Government the options for minimising adverse impacts of mobile infrastructure on our streetscapes; and
- Support the deployment of innovative mobile technologies and use cases.

Policy X.2.1 Identify areas of inadequate mobile coverage/capacity

While the Shared Rural Network initiative should fill remaining gaps in outdoor coverage of 4G, there are likely to remain pockets where it is not possible to obtain an indoor signal – particularly in South and East Cambridgeshire⁶. Furthermore, given the rapid growth in mobile data usage, capacity issues can cause connectivity problems in areas of particularly high demand density at certain times of day. Drive-testing commissioned by the Connecting Cambridgeshire programme has previously helped to identify such capacity issues – for example at Cambridge Station. The Combined Authority will continue to work with stakeholders to identify areas (including transport corridors) where poor coverage or capacity adversely affects businesses, communities, or travellers, and to liaise with operators to find solutions.

⁶ As at September 2022, the proportion of premises able to obtain an indoor signal from all four operators was 92% in Cambridge, 90% in Peterborough, 71% in Huntingdonshire, 69% in Fenland, 65% in East Cambridgeshire, and 56% in South Cambridgeshire. Source: [Connected Nations 2022](#) (Ofcom, December 2022)



Policy X.2.2 Facilitate mobile infrastructure delivery

Working with operators and councils/Local Planning Authorities, the Combined Authority will continue to support barrier-busting work facilitating mobile infrastructure delivery, through:

- Identifying and accessing public and private funding to support mobile infrastructure;
- Working with UK5G, Mobile UK and other bodies, continuing to make reliable expert information (from the UK Health Security Agency) readily available to residents and elected Members regarding concerns about health risks associated with 5G;
- Continued collaboration with and learning from other leading areas, such as the West Midlands Combined Authority's WM5G unit, to explore barriers to mobile connectivity in greater depth and to trial and test solutions;
- Specialist telecommunications planning resource to support deployment of both 4G and 5G; and
- Encouraging operators to engage early with the Local Planning Authorities to find the most appropriate solutions for new/upgraded sites, and helping operators to find alternative solutions in cases where planning applications are refused (or are likely to be refused).

Policy X.2.3 Encourage the use of council assets for hosting mobile infrastructure

By offering mobile operators the use of council-owned assets such as building roof-tops and street furniture we can both facilitate more rapid roll-outs of new mobile technology and minimise the adverse visual and street clutter impacts of new infrastructure. The Combined Authority will continue to:

- Support councils' development of future management arrangements for street lights, allowing flexibility for these assets to be used for hosting mobile infrastructure;
- Work with the DCMS Digital Connectivity Infrastructure Accelerator (DCIA) pilots and learn lessons from these as to how best to make council-owned assets available for use by the mobile industry;
- Support councils to identify council-owned assets, qualify them for appropriateness for hosting mobile infrastructure, and maintain a well-structured database of these assets; and
- Support the development of commercial models for offering the use of council-owned assets by mobile network operators at predictable and fair prices and terms.

Policy X.2.4 Explore with operators and with Government the options for minimising adverse impacts of mobile infrastructure on our streetscapes

We have recently seen a surge in demand for new masts in support of 5G roll-outs, and the implementation of small cells in the future could further increase the need for mobile infrastructure on our streets. We will seek to minimise the adverse impacts of mobile infrastructure on our streetscapes by supporting work to:

- Collaboratively identify sites that have good access for construction and maintenance, to minimise the impact on the road network of future maintenance activities;



- Explore potential neutral host models through which multiple operators share infrastructure provided by a third party in certain areas;
- Encourage the use of Centralised Radio Access Network (C-RAN) architectures⁷;
- Develop standards with Government for multi-use 'smart poles' which can host a range of functions including street lighting, electric vehicle charging, environmental sensors, small cells and WiFi as well as micro energy generation; and
- Continue to collaborate, learn and share good practice with other UK historic cities in minimising the visual impacts of new mobile infrastructure.

Policy X.2.5 Support early deployments of innovative mobile technologies and use cases

The Combined Authority will support work to:

- Submit funding bids with operators, asset owners and industry for trialling innovative mobile technologies such as small cells;
- Pilot and trial new and innovative solutions to support better connectivity, including 5G use cases (e.g. in visitor economy and social care applications), small cells for 5G deployment, and smart poles; and
- Encourage the development of private 5G networks, including those using 'network slices' of public networks⁸, working with businesses and campuses.

Policy theme X.3: Smart infrastructure

Overview

Advanced data techniques, sensor technology and digital connectivity are creating opportunities to enable the sustainable growth of local economies, create better places and to help address challenges such as moving towards net zero, climate change mitigation and adaptation, and the reduction in transport congestion and air pollution.

Examples of smart 'Internet of Things' (IoT) applications include: monitoring local air quality through a network of pollution sensors; monitoring movement (vehicle, cycling and pedestrian) conditions through sensors and cameras; monitoring flood risk levels through water level sensors; providing travellers with improved real-time public transport information through street signage and mobile apps; helping drivers to find available parking spaces efficiently through smart parking applications; identifying, monitoring and prioritising road potholes through the use of image recognition technology attached to bin lorries; and the use of image recognition and Artificial Intelligence technology to optimise traffic flow through road junctions and to prioritise sustainable travel modes.

⁷ C-RAN is concept whereby the data processing 'baseband unit' (BBU) functionality for a mobile base station is moved some distance, e.g. kilometres, away from the mast and its 'remote radio head' (RRH) and antennas. The BBU functionality is held in a central location and is connected to several masts by optical fibre 'fronthaul'. This gives cost savings through pooling BBU resources, provides greater flexibility in efficiently managing resources across multiple masts, simplifies intercell coordination, reduces the street clutter associated with base stations, and reduces the power required at cell sites.

⁸ 'Network slicing' will become available as mobile network operators implement 5G standards in their core networks, enabling end-to-end '5G standalone' functionality. This allows multiple virtualised logical networks to be supported on the same physical network infrastructure. Each network slice is an end-to-end network tailored to meet the specific requirements for a particular application (e.g. for bandwidth, latency and service level guarantees).

Various types of connectivity are used to support such technologies. While fibre may be required in some cases, for example where real-time video information needs to be transferred, many types of sensors generate relatively small amounts of data and have only modest requirements for bandwidth and latency. For the latter, wireless-based low power wide area networks (LPWANs) can be a cost-effective solution – with wide coverage areas, and low power consumptions that allow batteries for remote sensors to last for ten years or more before being changed. Leading types of LPWAN include LoRa which uses unlicensed radio spectrum, and the technologies based on mobile network operators' licensed spectrum: NB-IoT and LTE-M. Each type of LPWAN technology has its own pros and cons.

While sensors and connectivity can provide data, this only creates value when it is effectively *shared* with the people and organisations to which it is relevant. Where such information is intended for end users such as travellers, it is vital for it to be up-to-date, reliable and very easily accessible.

Policy Summary

To improve the exploitation of smart technologies across the Combined Authority we will continue work to:

- Support the roll-out of LPWAN infrastructure for IoT applications;
- Facilitate the sharing of data from IoT applications;
- Support trials and pilots of promising new smart technologies; and
- Support the implementation of proven smart technologies at scale, to improve the sustainability of the transport system.

Policy X.3.1 Support the roll-out of LPWAN infrastructure for IoT applications

LoRa networks using unlicensed spectrum have already been deployed in Cambridge, Ely, South Cambridgeshire and St Neots. LPWAN services are also available from mobile network operators, using their licensed spectrum, such as NB-IoT (Vodafone) and LTE-M (O2). The Combined Authority will support work with district councils to extend the coverage of the LoRa network, and will support the market in the roll out of LPWAN technologies.

Policy X.3.2 Facilitate the sharing of data from IoT applications

With councils and the Greater Cambridge Partnership we will support the development of a data hub which allows effective sharing of IoT data between public sector organisations and with businesses and communities.

Policy X.3.3 Support trials and pilots of promising new smart technologies

The Combined Authority will support work with councils, utilities, Highways England, businesses and educational institutions to obtain funding for and implement trials and pilots of promising smart technologies, including sensor technology applications using the LoRa network, analysis of sensor data to address process inefficiencies and reveal sustainability opportunities, and applications for improving the sustainability of the transport system. Areas such as the new city district planned for North East Cambridge have the potential to act as compelling showcases for the provision and trials of smart infrastructure.



Policy X.3.4 Support the implementation of proven smart technologies at scale, to improve the sustainability of the transport system

Following trials and pilots we will work with partners to ensure that proven smart technologies are implemented at a scale that makes a material impact, in particular on the sustainability of the transport system. The initial focus will be on working with the Greater Cambridge Partnership to deliver its Smart Workstream, but the Combined Authority will support smart implementations throughout Cambridgeshire and Peterborough.

Policy theme X.4: Digital adoption, access and inclusion

Overview

ONS reports⁹ that the proportion of UK households with internet access had reached 96% by early 2020, and the proportion of adults who had used the internet in the previous three months was 95%. With Covid-19 lockdowns prompting a surge in demand for laptop and tablet computers and much greater use of online video calls for keeping in touch with friends and family, it is likely that the levels of household internet penetration will have improved further over the last couple of years – an assumption supported by Ofcom data¹⁰ which shows that the total number of fixed broadband lines in Cambridgeshire and Peterborough increased by about 23,000 (8%) between 2019 and 2022.

However, digital exclusion is still a real issue for a variety of reasons, and the pandemic brought this into sharp focus. For example, many schoolchildren in low-income households found it difficult to access online education during lockdowns – whether through a lack of appropriate devices, through a lack of appropriate workspace in the home, through a reluctance to use up mobile data (where the household only had mobile connectivity), through a lack of fixed or mobile connectivity at home, or through parents lacking the confidence or skills to help their children access online resources.

There are challenges around social housing. Historically, levels of internet access for social housing residents have been below average, largely due to lower household incomes. Furthermore, operators can face difficulties in reaching agreement with Registered Social Landlords (RSLs) for the physical installations required for gigabit-capable broadband services, leaving residents with a limited choice of broadband options. Issues include: wayleaves and access; complex ownership models; and the capacity of housing associations to engage in the technical and legal steps required. Telecommunications providers can also find it difficult to find an appropriate point of contact within RSLs, and Government-funded connectivity vouchers are oriented towards owner occupiers rather than tenants.

In health and social care, digital technology is becoming ever more important in reducing the stresses on the system. Telecare is helping to keep people living independently in their own homes for longer, and telehealth applications are increasingly used to help monitor and manage chronic conditions in an ageing population. There is a potential issue over the next few years as BT and Virgin Media are looking to migrate their voice services off the traditional Public Switched Telephone

⁹ Source: [Internet Access Households and Individuals](#) (ONS, August 2020)

¹⁰ Source: [Connected Nations 2019](#) and [Connected Nations 2022](#) (Ofcom, December 2019 and December 2022)

Network onto their digital platforms by December 2025 ('PSTN switch-off'). This brings a risk of service disruption and/or confusion or worry for some telecare users, as older types of equipment may need to be unplugged from the landline and reconnected via an adapter into a router. There are also some concerns over continuity of telecare and voice services in the event of a power cut (not an issue with traditional landlines as they are fed with remote power from the exchange).

To generate positive economic impacts from the availability of improved broadband and mobile infrastructure, it will be key for Cambridgeshire and Peterborough businesses to take up and effectively *exploit* applications enabled by this improved connectivity. This can be a struggle for SMEs, which sometimes lack the resources or expertise necessary to optimise their use of digital technology - for example, in setting up appropriate equipment for the hybrid meetings¹¹ that have become more common over the last couple of years.

Policy Summary

To help reduce digital exclusion and improve the exploitation of digital technology for socio-economic benefit the Combined Authority will support activity to:

- Develop and raise awareness of digital inclusion opportunities;
- Extend the availability of public access WiFi;
- Work with stakeholders to improve digital connectivity in social housing;
- Work with partners to minimise disruption associated with PSTN switch-off, and the proposed withdrawal of 3G mobile services; and
- Support SMEs' adoption of digital technology.

Policy X.4.1 Develop and raise awareness of digital inclusion opportunities

A variety of initiatives already exist to promote digital inclusion, such as the work of Cambridgeshire Digital Partnership, Cambridge Online, Good Things Foundation, and industry-led initiatives such as the cheaper 'social tariffs' offered by broadband providers to households in receipt of certain benefits. The Combined Authority will continue to support work with councils and other relevant stakeholders to ensure that people are signposted to relevant digital inclusion activities as appropriate. Through the Connecting Cambridgeshire programme a digital inclusion roadmap will be developed, and targeted digital inclusion activities across Cambridgeshire and Peterborough will be supported and developed.

Policy X.4.2 Extend the availability of public access WiFi

Free-to-use public WiFi can play an important role in helping to ensure that as many people as possible have access to digital connectivity, as well as supporting struggling high streets as part of the economic recovery from the Covid-19 pandemic. Working with councils we will support work to:

- Investigate opportunities and funding to further expand the CambWifi services into more locations across Cambridgeshire and Peterborough;
- Consolidate existing public access Wifi services by broadcasting CambWifi in as many locations as possible;

¹¹ That is, meetings with some in-person attendees and some remote attendees. Making such meetings work effectively can be much more challenging than it is for meetings which are all-in-person or all-remote. The success or otherwise of hybrid meetings may have a material effect on the extent to which businesses continue to support remote working.



- Publicise logon information and the locations where CambWifi is available to ensure that as many people as possible benefit from the service; and
- Monitor the usage of CambWifi, and ensure that the service continues to provide a high quality service as user volumes and data traffic increase.

Policy X.4.3 Work with stakeholders to improve digital connectivity in social housing

Some local councils which operate their own housing stock have been able to address this issue for their properties. For example, Cambridge City Council has recently devised and implemented a standard 'bulk' wayleaves scheme for their properties, which has resulted in a marked increase in access to full-fibre provision for tenants. However, only a small proportion of social housing across Cambridgeshire and Peterborough is overseen directly by local councils and therefore a wider approach is needed to resolve the current issues. The Combined Authority will continue to support work with RSLs to explore the issues that affect digital connectivity for social housing, and to develop approaches to resolve these issues.

Policy X.4.4 Work with partners to minimise disruption associated with PSTN switch-off, and the proposed withdrawal of 3G mobile services which is expected to have a disproportionate impact on the more vulnerable and disadvantaged groups in the area

The Combined Authority will support work with councils, service providers and other stakeholders across the public, private and community sectors to:

- Ensure there is widespread awareness of the plans for the PSTN switch-off and 3G service withdrawal and an understanding of the impact for existing usage.
- Ensure that users particularly affected by PSTN switch-off (e.g. those with devices such as telecare equipment or intruder alarms plugged into landlines) are provided with timely information on how to maintain their services; and
- Ensure that council-provided Lifeline services continue to work reliably for all users after PSTN switch-off, and that users are appropriately supported in making any changes necessary to their equipment's connectivity.

Policy X.4.5 Support SMEs' adoption of digital technology

Recognising that successful implementation by businesses of digital technology has substantial impacts on productivity and on sustainability (including reducing the need to travel), the Combined Authority will work with partners to secure funding for programmes supporting digital adoption by SMEs – building on the success of programmes such as the EPSRC-funded Digital Manufacturing on a Shoestring programme, and the ERDF-funded Digital Technology Grants.



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Agenda Item No: 6.2

Bus Strategy 2023

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	22nd March 2023
Public report:	Yes
Lead Member:	Mayor Dr Nik Johnson
From:	Tim Bellamy, Interim Head of Transport
Key decision:	Yes
Forward Plan ref:	KD2023/006
Recommendations:	<p>The Cambridgeshire and Peterborough Combined Authority Board is recommended to:</p> <ul style="list-style-type: none">a) Note the outcome of the public consultation and support for the Bus Strategy;b) Approve the Bus Strategy;c) Agree to obtaining competitive quotes for three replacement local bus contracts and award contracts, using pre-determined criteria, for the period ending March 2024; andd) Delegate to the Executive Director for Place and connectivity in consultation with the Monitoring Officer and Chief Financial Officer, authority to tender and procure for further local bus services subject to there being approved funding.
Voting arrangements:	Recommendation a) is not for noting therefore no vote is required.

For recommendation b - d) 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 or Peterborough City Council, or their Substitute Members

1 Purpose

- 1.1 The Combined Authority has been working with partners to develop a Bus Strategy. The Bus Strategy is a strategy document within the Local Transport and Connectivity Plan documentation suite and sets out the policies and high-level approach to transform the bus network and peoples experience of travelling by bus.
- 1.2 The Bus Strategy was published in draft for consultation with the public. The consultation closed on 24th February 2023 and this paper sets out the results of the consultation, any changes to the consulted Bus Strategy and recommends the Bus Strategy for approval by the Combined Authority Board.

2 Background

Overview of the Bus Strategy

- 2.1 The Bus Strategy aims to set out an ambitious vision and strategy to improve our bus network in a way that will benefit the residents and businesses of our region, and to deliver the goals and objectives of the Combined Authority's Local Transport and Connectivity Plan.
- 2.2 The purpose of the Bus Strategy is not to examine detailed, granular issues around specific routes and services; more to outline the key, strategic aims, objectives, and aspirations of the Combined Authority to enable us to bid for further funding and shape the network to meet the needs of the people of the region.
- 2.3 The core ambition of the Bus Strategy is to double bus patronage (based on 2019/20 levels) by 2030. This is underpinned by ambitions to make bus services convenient, attractive, and easy to use.

Summary of the Public Consultation feedback

- 2.4 The public consultation ran from 13th January to 24th February and was published on the CPCA website. CPCA officers have engaged with local authority partners, bus operators, councillors, and other interest groups to promote engagement with the consultation.
- 2.5 The full set of feedback has been assessed and presented in Appendix 1 to this report. The following set out the key findings and themes of the public consultation:
 - 1017 responses were received through the online survey and 16 responses via other channels. Responses were provided from across the CPCA geography. The responses came from local authorities, community or business groups, bus operators and people living in the area. 96% of the responses were from people who live in the area.
 - Over 80% of the responses agreed or strongly agreed with the Vision of the Bus Strategy. 9% disagreed or strongly disagreed. The disagreements where often supported by statements that the vision needs to go further, or frustration with the current situation.
 - The key themes of the positive and negative comments reflect the purpose of the strategy: Reliability, lack of services, the need for integration, and the price of fares were consistent and strong messages from the consultation.

- The response to the aims of the Bus Strategy were further supported, with 85% of responses agreeing or strongly agreeing with the aims. 7% of respondents disagreed or strongly disagreed with the aims.
- The key themes of the comments reflect an eagerness to see the detail of how the aims will be achieved. While the Bus Strategy is not intended to include this detail, the feedback reflects the need to further develop the Bus Service Improvement Plan and other Bus related programmes to show how the strategy can be realised.
- Again the four main principles were highly supported, with 79% agreeing or strongly agreeing. 9% of respondents disagreed or strongly disagreed.
- As with the vision and aims, the comments reflected a need to see progress toward the principles. While the Strategy sets a medium-term approach, the responses are more focused on the immediate challenges and improvements to service.
- When asked to rank the priorities within the strategy the feedback highlighted having an integrated network and services and serving rural areas as the top two priorities. Delighting Customers was the lowest priority, which reflects the focus of respondents on having the network in place first.

2.6 Based on feedback from consultation, the Bus Strategy has updated as a final version to include the summary of the consultation and emerging themes

2.7 The final Bus Strategy is attached as Appendix 2 to this report and is presented as the final version for approval. The documents have been well received and provides the policy framework for CPCA and its partners to demonstrate the link between the LTCP and the importance bus-related programmes which need to be undertaken. The Bus Strategy will enable CPCA to clearly show how the programme of work links back to the strategy. The strategy will also help to demonstrate to external funders that there is a joined-up strategy for buses and across transport modes.

Bus Services: Routes 46 and 15

2.8 A2B Travel Group Ltd has notified the Combined Authority that they are surrendering two bus routes/services. These are Route 46 that operates once a week between Linton and Newmarket, and Route 15 that operates once a week between Haslingfield and Royston. The Transport and Infrastructure Committee are asked to recommend to the Combined Authority Board to proceed with obtaining quotes for two replacement local bus contracts and award a contract using pre-determined criteria for nine months. This will align with the Network Review that will be delivered to the November 2023 Committee and Combined Authority Board meetings.

Bus Services: Route 61 and 61X

2.9 Whippet notified the Combined Authority that they were surrendering Route 61/61X (Eynesbury Tesco - St Neots Circular). Officers have explored whether it would be possible to utilise an existing contract, Ting, but it has been decided that there is insufficient capacity on that service to cater for the additional customers and provide the desired service to more rural areas. Due to the time limitations, an ODN was agreed, and the Combined Authority will be obtaining quotes for a replacement service and subsequently awarding the contract using pre-determined criteria. This will initially be a 5-month contract to provide certainty to the community in the short term.

Future unplanned service withdrawals

- 2.10 The operational management of local bus contracts requires officers to respond to notifications to surrender contracts within a 70-day notice period. This time period is defined nationally by the Traffic Commissioner and is designed to enable operators and local authorities to manage change to the network. Unplanned network changes, such as those included in this paper, can be managed through the delegation of operational decisions within the agreed MTFP and revenue budget. A decision to delegate operational decisions will help ensure that tenders to replace services which are being withdrawn can be undertaken in time and ensure there is no gap in the provision of local bus services.

Significant Implications

3 Financial Implications

- 3.1 The proposal to endorse the Bus Strategy will set the policy framework for future recommendations which are designed to enhance bus service and peoples experience of the bus. These subsequent recommendations will be project or policy specific, and each will highlight the associated Financial Implications.
- 3.2 The existing annual costs are £5,148.00 for Route 15, £7,620.60 for Route 46 and £107,214.48 for Route 61/61X. There remains funding within the MTFP and revenue budget to continue to support these services at the current contract price. Any impact on budget would be assessed as part of the tender exercise.

4 Legal Implications

- 4.1 The Bus Strategy is a mode specific sub-strategy of the Local Transport and Connectivity Plan, which is a statutory document. While there is no statutory requirement to prepare a Bus Strategy the documents do need to align in terms of policy ambition. The proposal to endorse the Bus Strategy will set the policy framework for future recommendations which are designed to enhance bus service and peoples experience of the bus. These subsequent recommendations will be project or policy specific, and each will highlight the associated Legal Implications.

5 Public Health Implications

- 5.1 There is no significant Public Health Implications of the decision to recommend the Bus Strategy for endorsement. Future implications of schemes to deliver the Bus Strategy will be presented to the committee as required.

6 Environmental and Climate Change Implications

- 6.1 The recommendations of this paper set out an overarching ambition to have a positive impact on the environment and climate change. The proposal to endorse the Bus Strategy will set the policy framework for future recommendations which are designed to enhance bus service and peoples experience of the bus. These subsequent recommendations will be project or policy specific, with the aim to reduce vehicle kilometres and double bus patronage.

7 Other Significant Implications

- 7.1 There are no other significant implications of the decision to recommend the Bus Strategy for endorsement. Future implications of schemes to deliver the Bus Strategy will be presented to the committee as required.

8 Appendices

- 8.1 Appendix 1 – Draft Bus Strategy
- 8.2 Appendix 2 – Summary of consultation responses

9 Background Papers

None



Bus Strategy

March 2023

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Introduction

The Cambridgeshire and Peterborough area is an economically successful, innovative, and desirable place to live and work. However, our success and recent growth brings challenges, including pressure on our transport network, a need to tackle emissions locally, and contribute to the wider climate challenge response. And, in some parts of our area, people feel disconnected from the opportunities that exist in the wider region.

Public consultations show that people want to see good public transport services, as these will benefit them personally and their communities. Whilst the Covid-19 pandemic has changed travel behaviour, we know that the bus offers the opportunity to make an important contribution to the way the region functions.

Local partners have acknowledged a climate change emergency and we need to reduce carbon emissions, tackle traffic congestion and improve air quality. An Independent Commission on Climate highlighted the need to reduce car miles in our region by 15% by 2030, advocating a switch to using public transport, walking, and cycling. The Cambridgeshire and Peterborough Combined Authority has agreed this target.

Local authorities are making pledges to become carbon neutral. Promoting zero carbon transport means rethinking our transport systems and how we travel, with greater emphasis on buses, pedestrians, and cyclists. We need to transform public transport, making it more attractive, such that it provides a real alternative to the car.

Our ambition is to see Cambridgeshire and Peterborough at the forefront of excellent public transport provision. Therefore, we aim to transform bus travel – offering high levels of convenience and connectivity – not just in our urban areas, but across the entire region, including rural areas and market towns; something not seen on such a scale anywhere else in the UK. We want to deliver a fully integrated bus network, serving the needs of the Cambridgeshire and Peterborough area. We want to make journeys quicker, cheaper, and more reliable, delivering attractive, environmentally friendly services across our area. To do that, we need to improve the whole journey, ensuring off-bus infrastructure and services complement the on-bus travel experience. We want to totally

transform the image of bus travel, so that people feel good about using buses.

Better bus services will benefit everyone. They will provide easier access to education, training and employment opportunities, as well as the ability to reach a wider range of shopping and leisure facilities. Equally, they will provide a real alternative to using the car.

In using the bus, people will be championing a response to the climate emergency and the achievement of a fairer society.

The Cambridgeshire and Peterborough Bus Strategy has been prepared by Cambridgeshire and Peterborough Combined Authority (CPCA). It sets out the ways in which we want to make bus travel more convenient, very attractive and easy to use, such that it becomes the obvious way to make a journey. This means improving every aspect of the current service, building on the strong foundations already in place, including the Busway, Cambridge Park & Ride, and demand responsive TING service.

This strategy sets out the main principles of how we will achieve our ambition and more than double bus patronage by 2030. More details of how we will deliver and fund this are set out in our Bus Service Improvement Plan (BSIP), reflecting our response to the National Bus Strategy: Bus Back Better, published in 2021. Our Strategy and BSIP will be regularly reviewed to reflect changing circumstances and to push continuous improvement.

The Cambridgeshire and Peterborough Combined Authority is committed to working with Government to deliver on our collective ambition, a London-style network across our geography.

Setting the Scene

Since 1986, bus operators have decided what services to run, including the routes, timetables and fares charged. Local authorities can pay operators to run other additional services that would not otherwise be provided. Currently, the Combined Authority spends **£14.4M** on the provision of such services across the region, of which over **90%** is funded by Cambridgeshire County Council and Peterborough City Council. Local Highway Authorities are responsible for providing bus priority measures, bus stop infrastructure, Park & Ride sites, and the Busway. The Cambridgeshire and Peterborough bus network has generally declined over the period since 1986, although areas of partnership including the Cambridgeshire Busway and Cambridge Park & Ride network have delivered improvements.

The Combined Authority was established to champion sustainable economic growth across our region and the Mayor has additional powers for bus services, including the ability to assume control of the bus network, under certain conditions, through a franchising scheme (similar to the bus operation in London).

CPCA has already consulted on a new Local Transport and Connectivity Plan (LTCP). This Bus Strategy is a supporting document to the LTCP and reflects the ambition to reduce traffic and emissions and provide a much more sustainable transport network that benefits everyone.

We have already taken some positive steps to support bus services in the region. **£500K** has been invested in the Busway and Park & Ride provision. Recently, a new demand responsive service, 'TING', was launched in rural West Huntingdonshire.

- 🌀 Bus services do not offer a practical option for many journeys because they are not available, do not go to the right places at suitable times, or are too infrequent.
- 🌀 They may not be co-ordinated to connect with other services and are perceived as being unreliable and offering no advantage over the private car.
- 🌀 Considered expensive by many and not value for money.
- 🌀 The attractiveness of bus travel is hampered by inadequate information, difficult to understand timetables, complex fares, and variable standards of services.
- 🌀 Poor reliability – 65% of bus users want to see more reliable bus services, followed by more frequent services and faster bus journey times.
- 🌀 Inconvenience – 58% of non-bus users cited inconvenience as the reason for not using the bus, seeing cars as a faster and cheaper way to travel.

Market research suggests a desire to see bus service improvements, with 80% of survey respondents (bus and non-bus users) showing support.¹ Bus users want to see greater reliability and less disruption on the road network, more frequent services connecting more places and more co-ordination, with services joining up better in terms of service timings, connections, and fares. In more rural areas, there is particular desire to see buses linking more places, more often, including evenings and Sundays.² Non-bus users support wider range of improvements, including more frequent services, quicker journey times, more services connecting places, greater integration, and good value fares.



¹ CPCA survey and market research (on-line and face-to-face with 4300 responses), 2019

² ECDC residents' survey (1400 responses), 2020, and Fenland Bus Service Report, Fenland Transport and Access Group, 2020

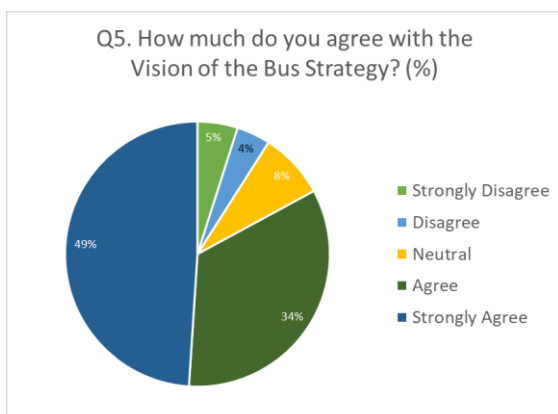
Response to the Bus Strategy Public Consultation



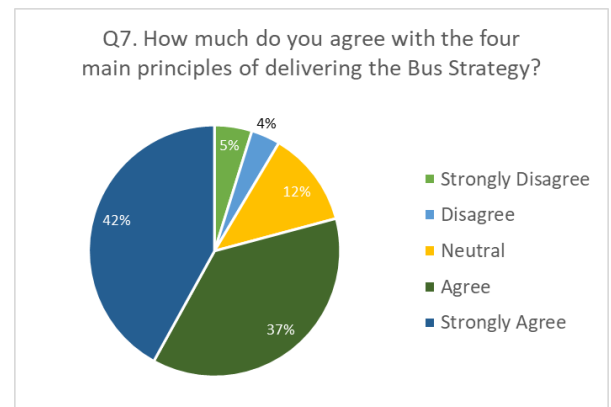
A public consultation on the draft Bus Strategy ran from 13th January 2023 to 24th February 2023 and was published on the CPCA website. CPCA officers have engaged with local authority partners, bus operators, councillors, and other interest groups to promote engagement with the consultation.

The following sets out the key findings and themes of the public consultation:

- 1017 responses were received through the online survey and 16 responses via other channels. Responses were provided from across the CPCA geography. The responses came from local authorities, community or business groups, bus operators and people living in the area. 96% of the responses were from people who live in the area.
- Over 80% of the responses agreed or strongly agreed with the Vision of the Bus Strategy. 9% disagreed or strongly disagreed.
- The key themes from both the positive and negative comments reflect the importance of the strategy. The themes focused on reliability, lack of services, the need for integration, and the price of fares.



- The response to the aims of the Bus Strategy were further supported, with 85% of responses agreeing or strongly agreeing with the aims. 7% of respondents disagreed or strongly disagreed with the aims.
- The key themes of the comments reflect an eagerness to see the detail of how the aims will be achieved. While the Bus Strategy is not intended to include this detail, the feedback reflects the need to further develop the Bus Service Improvement Plan and other Bus related programmes to show how the strategy can be realised.



- Again the four main principles were highly supported, with 79% agreeing or strongly agreeing. 9% of respondents disagreed or strongly disagreed.
- As with the vision and aims, the comments reflected a need to see tangible progress toward the principles.
- Overall, the comments did not result in material changes to the draft Bus Strategy. The consultation responses emphasised the importance of developing programmes of work which can demonstrate and deliver real change to the bus services in the short and medium term.

The Bus Strategy has been well received and provides the policy framework for CPCA and its partners to demonstrate the link between the Local Transport and Connectivity Plan and bus-related programmes which need to be undertaken. The strategy will also help to demonstrate to external funders that there is a joined-up strategy for buses and across transport modes.

Background to the Bus Strategy



The story so far

In 2018, the Combined Authority commissioned an extensive review of all aspects of bus service delivery, examining the current state of play, drawing on engagement with stakeholders and operators, evidence, and data. It took a close look at the different elements of the network, including city services, Park & Ride, Busway, inter-urban and rural services. It highlighted the pressures and constraints on each element and explored potential options and opportunities, including fares and ticketing, information, and bus infrastructure.

The review highlighted the underperformance of the bus network and the challenges it faced, particularly declining usage and commercial viability, poor image, unreliability, and inconsistent levels of service.

Seeing the need for a new approach, the Combined Authority agreed to use its powers under the Bus Services Act 2017 to consider different options, including the possibility of Bus Franchising. A notice of intent to undertake an assessment of Bus Franchising was published on 9 May 2019. In late 2019, extensive market research and stakeholder engagement took place to get a clear picture of what bus users and non-users wanted from the bus network. There was a desire for improvement, which was translated into a 'Vision for Bus', adopted by the authority in May 2020. This set out a desire for a world class bus network.

Consideration of bus franchising continued during 2020-21, but it was clear that the bus market was suffering greatly from the effects of the COVID-19 pandemic. Such uncertainty made it necessary to stall these considerations.

In response to the publication of the National Bus Strategy in 2021, the Combined Authority

prepared a Bus Service Improvement Plan (BSIP) and submitted this to the Department for Transport. Given the uncertainties around the local bus market and inability to pursue bus franchising at that point, the BSIP did not attract Government funding. However, in a separate bid to the Government's ZEBRA scheme, funding was received towards the provision of 30 battery electric buses for Cambridge that will enter service in 2023.








The landscape for bus provision across the region has changed markedly over the last couple of years, giving a need to revisit the strategy for taking the bus network forward. There are significant challenges – lower patronage, cuts in commercially-viable services and increasing unreliability due to traffic and driver shortages. Meanwhile, the ambitions for what the bus network needs to achieve are growing, as set out in the National Bus Strategy and locally through the new Local Transport and Connectivity Plan and Greater Cambridge Partnership's plans to dramatically boost bus provision and in parallel cut private vehicle travel by 15%. Achieving this will see bus patronage more than double, compared to 2019 levels, with some 60-75 million passenger journeys anticipated. Whilst some of this will be met by spare capacity, the implication is that there will need to be a significant uplift in bus provision, with more buses operating overall and for longer each day.

This Bus Strategy sets the scene for the way ahead – to transform the bus network through clear and decisive actions – to benefit all.





Supporting Policy

This Bus Strategy fully reflects wider national and local policy aspirations.

Government published its **National Bus Strategy: Bus Back Better** in March 2021, setting out an ambitious vision for significant improvements to bus services to return usage to pre-COVID levels and then to build patronage further. It wants to see services that are:

-  **More frequent**, with turn-up-and-go services on major routes and feeder or demand-responsive services to lower-density places.
-  **Faster and more reliable**, with bus priority wherever necessary and where there is room.
-  Cheaper, with more low, flat fares in towns and cities, lower point-to-point fares elsewhere, and more daily price capping everywhere.
-  **More comprehensive**, with overprovision on a few corridors reduced to boost provision elsewhere and better services in the evenings and weekends, not necessarily with conventional buses.
-  **Easier to understand**, with simpler routes, common numbering, co-ordinated timetable change dates, good publicity, and comprehensive information online.
-  **Easier to use**, with common tickets, passes and daily capping across all operators, simpler fares, contactless payment, and protection of bus stations.
-  **Better integrated** with other modes and each other, including more bus-rail interchange and integration and inter-bus transfers.

Locally, CPCA has developed a **Local Transport and Connectivity Plan (LTCP)**, which aims for a transport system that:

-  Is accessible and efficient for everyone
-  Increases the ability to access good jobs, travel to health appointments and access opportunities to improve life chances
-  Is affordable to use
-  Addresses pollution that adversely impacts on people's quality of life and health

It responds directly to the Independent Commission on Climate's findings that the region experiences transport emissions that are 50% higher than the UK average, reflecting higher levels of traffic. In response, it recommended a reduction in car miles driven by 15% by 2030, advocating a switch to public transport and active travel modes. It recognised that this would require significantly better public transport services with greater connectedness.

The Plan links to a variety of other plans and strategies, a number of which highlight the need for improved public transport. The Employment and Skills Strategy notes the need for better public transport connectivity to improve access to colleges and universities and to ensure that travel costs are more affordable for young people.

The LTCP vision is of:

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

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

Excellent public transport will support the achievement of the goals and objectives of the LTCP.



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

Housing – support new housing and development to accommodate a growing population and workforce, and address housing affordability issues	Easier to develop areas that are built around good public transport rather than the car. Bus offers a flexible way to meet the needs of new and growing communities
Business and tourism – ensure all our region's businesses and tourist attractions are connected sustainably to our transport hubs, ports, and airports	Buses can connect communities to key destinations for the benefit of everyone
Employment – connect all new and existing communities sustainably, so all residents can easily access a good job within 30 minutes by public transport, spreading the region's prosperity	Buses can be routed and timed to meet the needs of employees. They are ideal for the provision of collective travel to key destinations, lessening the impact of travel peaks
Resilience – build a transport network that is resilient and adaptive to human and environmental disruption, improving journey time reliability	Bus routes and levels of service can be varied at short notice to adapt to changing needs and demands. Dedicated priority measures allow bus journey times to be competitive and for services to run reliably



Connectivity – people and communities are brought closer together, giving more opportunity for work, education, leisure, and pleasure

Accessibility – promote social inclusion through the provision of a sustainable transport network that is affordable and accessible to all	Buses can provide transport for all, both those with no alternative and those who would like to choose an alternative to the car
Digital – communities are digitally connected; innovative technologies are supported and there is improved connectivity and mobility across the region	Travel by bus offers the opportunity to stay digitally connected whilst on the move and for people to do other things whilst travelling



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

Health and wellbeing – provide 'healthy streets and high-quality public realm that puts people first and promotes active lifestyles	Buses offer a more efficient use of road space, giving streets back to communities. Public transport is central to the provision of sustainable travel options and more active lifestyles. Collective travel provides a greater sense of belonging and community
Air quality – ensure transport initiatives improve air quality standards across the region, exceeding good practice standards	Zero emission buses help to improve air quality. Use of bus reduces other traffic and its harmful impacts



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

Safety – embed a safe systems approach into all planning and transport operations to achieve 'Vision Zero' – zero fatalities and serious injuries	Buses offer a safe form of transport, allowing stress-free travel
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Environment – protecting and improving our green spaces and improving nature with a well-planned and good quality transport network

Environment – deliver a transport network that protects and enhances our natural, historic, and built environments	More bus travel and fewer cars means that less space is needed for roads and car parks
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Climate – successfully and fairly reducing emissions to 'net zero' by 2050

Climate change – reduce emissions to 'net zero' by 2050 to minimise the impact of transport and travel on climate change	Zero emission buses contribute to the achievement of net zero. Use of bus reduces other traffic and its harmful impacts
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The Combined Authority's Mayor sees **compassion, community, and collaboration** at the heart of what the authority does to serve the region's population. Provision of a successful bus network is characterised by these facets. It contributes to a fairer and equal society, benefits everyone, brings people together and requires collaboration to make it work efficiently and effectively.

The LTCP sets out the clear need for a comprehensive and excellent bus network to tackle car dependency and encourage a shift away from car use to public transport use. Accessible, affordable, reliable, and frequent public transport will be a crucial part of realising the vision. New services will be needed to better connect people to education, jobs, and facilities.

Large-scale investment in bus services across the whole area will be needed. In rural areas, this will focus on providing greater connectivity and availability. In the Cambridge area, where the aim is to reduce traffic levels in the city by 10-15% on 2011 levels in order to improve journey times and reduce pollution, it will be ensuring that services are suitably attractive to current car users.

Other local strategies set out in the LTCP support making improvements to public transport, including more connectivity, increased frequencies, and greater availability.

The LTCP will be developed further in the light of consultation responses and adopted in 2023.

Case Study – Excel First

Excel – First has developed an 83-mile-long service that links Peterborough and Norwich every thirty minutes via a series of important market towns across the broad plains of East Anglia. Regularly refreshed and updated, the Excel service uses high-spec double-deckers run a service that is fast, reliable, and highly regarded by passengers – it has also become a successful alternative to the Beeching-cut Peterborough – Wisbech – Kings Lynn rail service, and operates via Peterborough rail station to provide onward bus-rail connections.



A Bus Strategy for Cambridgeshire and Peterborough - Vision



The vision is for a comprehensive network of bus services across Cambridgeshire and Peterborough that people find convenient, easy to use, reliable and good value for money, that is inclusive and offers a viable alternative to the car.

We want to create a more connected region, which will encourage active and sustainable travel, improve health and wellbeing, and reduce private vehicle journeys.



Success in achieving the vision will mean more travel by bus and less reliance on car travel. This in turn will help us maintain economic growth, care for the environment and improve quality of life.

To realise the vision, this Strategy seeks to achieve the following:

- A comprehensive bus network, better connecting people to places across all parts of the region and beyond.
- Buses are part of a fully integrated and planned transport system.
- A more affordable network, with simplified fares and capping across the network.
- A transition to new, low emission vehicles, providing all the benefits of modern bus travel.
- A more understandable bus network, services, and fares, with clear information at all stages of a journey and easy ticketing.
- Faster and more punctual journeys by bus, delivered with more, effective bus priority measures.
- High quality passenger waiting facilities.
- Good quality services with high levels of satisfaction amongst customers.
- A doubling of bus passengers (based on 2019/20 levels) by 2030.
- Less traffic and congestion by attracting car users to buses.
- Better bus infrastructure, including bus shelters and widespread real time information coverage.

Achieving these outcomes will rely on the delivery of a programme of evidence-based interventions across the Cambridgeshire and Peterborough geography. Bold decisions will be needed, backed by a steady, consistent and determined approach to delivering a better bus network for all. Significant capital and revenue funding sources will need to be identified from various sources to realise our ambition.

Bus Strategy - Aims



The Bus Strategy aims to set out how bus services will be improved to deliver the goals and objectives of the Combined Authority's Local Transport and Connectivity Plan and Greater Cambridge Partnership's transformation of the public transport network, as part of its City Access programme.

The aim of the Bus Strategy is to pave the way for a bus network that is convenient, attractive, and easy to use, characterised by the following attributes:

CONVENIENT	<ul style="list-style-type: none"> • Routes connecting to places and activities that people want to get to. • Services are available in all areas. • Direct routes with little deviation. • Frequent services with limited waiting time in-between. • Services are available all day and into the evening, every day. • Range of tickets to meet different needs.
ATTRACTIVE	<ul style="list-style-type: none"> • The network is simple and easy to understand. • Buses have a great public image, and everyone likes using them. • Services can be relied upon and run to time, without delay. • Cost of using a bus is considered good value for money, with targeted fares offers that incentivise some groups. • Buses run direct and quick. • Buses are clean, comfortable, and pleasant to ride on. • Services are well marketed and there is plenty of clear information in a range of formats, available via different media. • Waiting environments are attractive, offer seating and information, and people feel safe using them. • Pleasant and helpful drivers, able to assist when needed. • Zero emission buses, offering a quiet and smooth ride.
EASY	<ul style="list-style-type: none"> • A single understandable network that functions as one, with connecting services, branding, and system-wide ticketing. • Ability for people to transfer between bus and other travel modes (walk, cycle, e-scooter, car, coach, train). • A clear service offer, backed by a Passenger Charter. • Buses run at regular time intervals and with consistent frequencies. • Stable services with minimal changes, removing uncertainty and confusion. • Simple fares with payment through a range of methods. • A system that is accessible and can be used by all. • Plenty of information is readily available.

Delivering the Bus Strategy

Four main principles underpin our approach to delivering the bus service improvements in this Strategy:

1. Achieving a continuous cycle of passenger growth and service improvement

An injection of investment into the bus network will allow improvements, such as more frequent services or the ability to reach new destinations. Better services will attract more passengers and, therefore, increase fares revenue, improving the viability of services. Ultimately, this provides the funds for further improvements, with the planning of services aimed at meeting unmet demands.

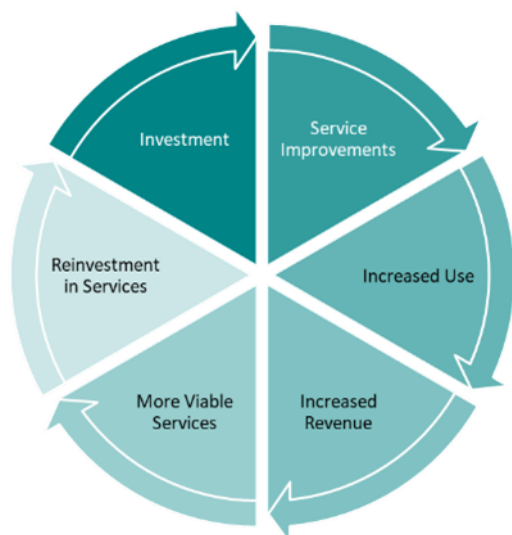


Figure 1. Creating a virtuous circle for our bus services



Figure 2. Volume growth gives ability to invest and expand

Specific interventions, such as bus priority measures can help accelerate this cycle. They can speed up buses, so they offer passengers quicker journey times. Also, they reduce bus operating costs. The combination of more revenue and lower costs improves viability and provides monies for reinvestment.

2. Using the best operational model of provision to achieve the necessary step change in the most effective way

We believe that bus franchising could be the best way of delivering a modern, integrated transport system across Cambridgeshire and Peterborough with a fully accessible, low emission, bus network providing affordable, inclusive, and integrated travel opportunities.

Bus services are currently provided within a deregulated environment. Commercial operators decide what routes and timetables they are going to offer and the fares they will charge. Where services do not exist or are considered deficient, the Combined Authority can seek to contract with operators and subsidise the provision of additional services.

Recognising that the fully deregulated provision of bus services does not work, the Government's National Bus Strategy required areas to introduce Enhanced Partnerships. These involve local authorities and bus operators working in partnership to jointly improve bus services. Enhanced Partnership Plans and Schemes set out how the bus network will be improved, including legally binding commitments by the authority to provide facilities and measures; in return, operators commit to service improvements, such as newer buses. Through such partnerships, authorities gain more influence of the network, although operators still operate within a deregulated environment.

Locally, there are concerns that the current approach does not deliver the best service for the whole Cambridgeshire and Peterborough region. Therefore, the Combined Authority is currently assessing whether introducing bus franchising would be beneficial. This would mean that the Combined Authority would specify all routes, timetables and ticketing arrangements, inviting bus operators to tender for contracts to operate those services.

Franchising itself will not deliver new or improved services, greater reliability, or lower fares. These can only be achieved through increased investment in the network. However, what franchising could offer is greater network stability and local authority control over the design and delivery of an improved network of services with a sense of a single, integrated system and identity.

There is a set process for the assessment of franchising, which has a number of stages. If franchising is considered to be an appropriate way forward, it would be subject to public consultation in 2023.

3. Partnership

Delivering an effective and attractive public transport service will rely on different parties working together from the private, public and voluntary sectors. Central to this will be the Bus Operator Forum, which brings together authorities, operators, and different stakeholders.

It will be important for all local authorities to work together, as each has the ability to help realise the strategy in different ways, including the management of highways and local parking policies and management.

The overall ambition is for better bus services. These may be provided by a range of different operators, both large and small. Equally, they might be run by the commercial or voluntary sectors, or even by the authority itself. Regardless of how or who runs the services, the network will be seen as a single entity, promoted, and delivered as one.

4. Integration

Whilst the Bus Strategy is all about the public bus network, it is intended that this be provided in the most effective and efficient way. The comprehensive and extensive nature of the bus network will mean that it should be able to cater for many different needs, including pupils going to school and patients attending hospital appointments. Therefore, the network will be planned to co-ordinate with those other more specialist types of transport, with the aim of achieving economies of scale and best use of all vehicle resources.

Item 6.2 Bus Strategy – An integrated, coherent network linking people to the places they want to get to

The foundation of the Strategy is the transformation of the bus network to offer more buses to more places. The comprehensive network will comprise:

- Services radiating out in all directions from Cambridge and Peterborough to market towns and villages. Some of these will offer more direct routes with fewer stops, making journeys faster.
- City services within Cambridge and Peterborough, including orbital routes offering direct links to peripheral employment and education sites.
- Services connecting market towns.
- Other local services in rural areas, including flexible services that run on demand with app booking, and community-based transport using minibuses and volunteer cars.

This coordinated, planned network will offer levels of connectivity across the region that have never existed before. The simplicity of the network and consistent levels of service will be important in helping everyone understand and use it. Different types of services will run at frequencies shown in the table below, with all services operating at least once an hour. The most frequent will run every 6 minutes. All services will run from early morning through to the evening and on 7 days per week. The intention is to create a network that offers a real alternative to the car.

Wherever possible, measures will be put in place to prioritise road space for buses, or provide new dedicated infrastructure for buses to use, so they can travel unhindered and quickly, ensuring punctual services that people can rely on. Not only will this give faster journeys for passengers, but it also means more efficient use of buses and drivers, allowing more services to be offered with the same resources.

The successful Park & Ride that has served Cambridge well for many years, will continue. However, the more comprehensive overall bus network will mean that more people will be able to make their whole journey by bus, rather than having to drive to a Park & Ride site and change.

Case Study – Cambridgeshire Busway

16 miles of reserved track stretch from St Ives in the north west to Addenbrookes and Trumpington south of Cambridge. With 18 new guided buses refreshing the fleet at the start of 2020, including a dozen unique three axle 100-seater double-deckers to deal with peak loadings and reduce standees, the Busway, largely running on reserved track at steady 56mph, contributes considerably to reducing congestion along the A14 corridor and around the Addenbrookes Biomedical campus. It is a BRT system that exploits all the best features of guided busways.

It is also intended to maximise use of the Busway, with very frequent services, with links from surrounding areas connecting to it.

The density of services and high frequency will make connections between routes easy to make and with minimal waiting time. This will open up travel opportunities to even more destinations, aided by the ability to use one ticket for the whole journey. Less frequent services will be timed to connect with one another at designated interchange points, where pleasant waiting facilities will be provided for passengers.

In areas of diverse and limited demand, demand responsive services will offer the flexibility to make journeys between any points within travel zones, also linking to hubs for interchange with main line bus routes.

The bus network will be integrated with local walk and cycle networks, and cycle parking provided at key bus stops and interchanges.

Bus Strategy – Bus services for rural areas

The ability to reach a range of facilities and services quickly and easily is important for people living in rural areas. This requires a more comprehensive bus network to be put in place, offering links to, from and between more places. Equally, services will be sufficiently frequent and run as directly as feasible.

Dispersed travel demands and sparse population mean that it may not always be appropriate to run conventional fixed route bus services. Therefore, other types of services, including demand responsive and community transport provision will be part of the solution. Furthermore, efficiency in the operation of services will be achieved by integrating different travel requirements, including education, social care, and health transport.

Case Study - TING

This innovative wide area demand responsive transport scheme uses four vehicles to maintain an anywhere-to-anywhere bus link in real time across 360 sq. km of west Huntingdonshire. The three conventional bus services in this area (each running 1 – 4 round trips daily) are to be merged into the Ting service by registering significant turn-up-and-go flows as part of the DRT offering to create better journey aggregation and reduce expenditure. This service directly supports our Vision for Bus, giving access for everyone to quick and easy travel. As part of its tender renewal after 12 months of trial operation, two of the vehicles to be used will be new electric minibuses.



Bus Strategy – Getting to places quickly and on time

Buses need to be able to run without hold-ups and unhindered by traffic. The overall aim of reducing other traffic on the road system, through different measures, will help buses. However, more will need to be done. Therefore, every bus route will be assessed to identify specific measures that will help buses run faster and more efficiently. Measures including bus lanes, traffic signal priority for buses and introducing restrictions on parking or loading will be considered. Furthermore, traffic restraint measures will be explored to discourage private transport use and encourage people to swap to the bus. In the Cambridge area, the possibility of road charging measures is currently being considered.

Working with constituent authorities, processes will be put in place to better manage roadworks and temporary road closures, to minimise any impact on bus services and passengers.

Working with planning authorities, steps will be taken to encourage new development on existing public transport routes and to provide infrastructure that facilitates efficient bus service provision and encourages bus use.

Bus Strategy – Value for money and simple, integrated ticketing Item 6.2

Whilst regular users of buses often consider bus fares to represent reasonable value for money, particularly where attractive day or season tickets exist, non-users perceive bus travel to be costly. Clearly, cost and ticketing can be a barrier to using the bus. Therefore, simple fares and ticketing system play a crucial part in making bus use attractive.

Just one ticket range will be made available, allowing travel on any bus, providing ease of use and flexibility. Tickets will include single, day, week, month and year, along with bundles, such as 10 tickets for use over a 1-month period. One fare will apply for a journey, even when a change of bus is involved.

Payment will be available on-bus (cash or contactless) or via app, with payment automatically capped to offer the best ticket deal, providing the cheapest travel option.

Recognising that young people up to 25 years are dependent on buses, but equally have low incomes, they will be offered discounted fares to bridge the transition from child to adult fares.

Bus Strategy – Information and getting the message out

The comprehensive network of bus services will be promoted as a single, joined up system. There will be a one source of information about all routes, times and tickets, regardless of different operators running services. A simple identifiable brand will be used across the region's bus network and on all information. Simplicity of the information will be aided by the easily understood network and regular timetables. Clear, comprehensive information will be provided on-line, via app, in printed form and at bus stops, including real time displays indicating when the next bus is due. There will be strong marketing campaigns encouraging bus use via a range of media, including targeted communications aimed at particular groups of potential users.

Information will be available before and during travel, in a range of formats,

helping people to plan their journeys and be informed about other details on the way. On-bus audio-visual displays will provide information on journey progress, next stops, delays and other information, such as connections with other services at points ahead.

Bus Strategy – Delighting customers

Travel by bus will be pleasant and comfortable. Passengers will feel safe at all stages of their journeys.

Buses will offer design features that delight customers, including the ability to move around the bus, sit in comfort and have a clear view out of the windows. USB charging will be available at all seats. All buses will be equipped with on-bus CCTV.

Drivers will be trained in smooth driving and customer care.

The desire is for bus stops and the walking routes to them to be well maintained and lit. Where feasible, CCTV will be provided. Bus stops will, wherever possible, have shelters, along with seating and information displays. Stops will be kept clear of other vehicles, allowing buses to pull up right at the kerb, enabling easy access on to

and off buses. Bus stations and interchanges will be enlarged to accommodate more buses and will offer safe and pleasant waiting environments for customers.

Surveys will be undertaken regularly to measure customer satisfaction with different aspects of the bus network, identifying potential areas for improvement.

Bus Strategy – Buses that people want to get on

Buses make efficient use of road space. A bus can carry the same number of people as up to 70 cars. Modern diesel engines mean much lower emissions and introduction of zero emission electric buses will make for a very clean, smooth and quiet way of travelling.

The aim is for a new, modern fleet of zero emission buses to run services across the region. These will also provide a high standard of comfort for customers, in terms of décor, lighting, temperature and seating.

New bus depots will be established to provide suitable electric charging facilities for the fleet, as well as excellent vehicle maintenance and cleaning facilities and staff accommodation.

Case Study – Electric Buses

The first two electric double-deckers arrived in December 2019 for trial running whilst our successful ZEBRA bid was compiled. The successful bid is now being actioned and will replace all the Park & Ride buses with thirty zero emission double-deckers in Spring 2023. These will dramatically cut NOx and particulates in Cambridge City Centre. By operating many short journeys in the core, they will maximise the benefits of the vehicles in our Air Quality Management Zone.





**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Draft Bus Strategy Consultation Analysis

February 2023



Version History

Revision Number	Revision Date	Nature of Revision	Created by by	Reviewed by	Approved by
1.0	Feb 23	Draft Results			

1 Purpose

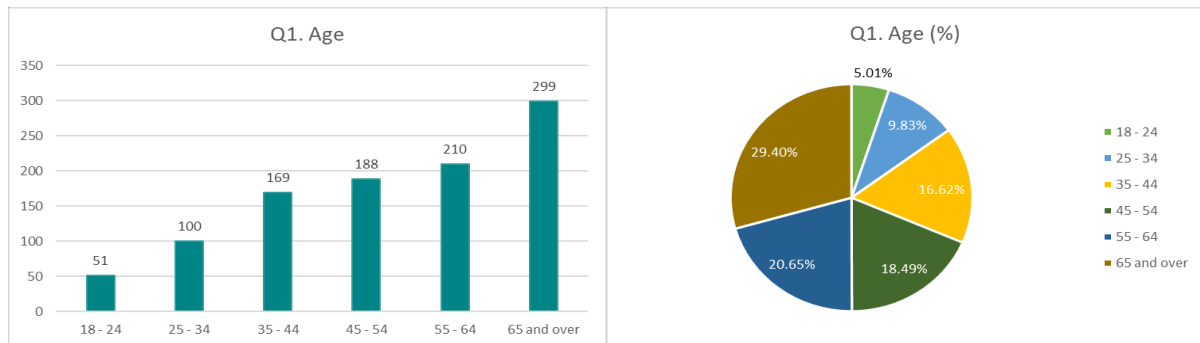
- 1.1 The purpose of this report is to provide analysis on the Draft Bus Strategy Consultation. Each question will be separated and the detailed analysis will be provided in each section.

2 Background

- 2.1 Cambridgeshire and Peterborough Combined Authority has been working with partners to develop a Bus Strategy. The Bus Strategy is a daughter document to the Local Transport and Connectivity Plan. The Bus Strategy sets out the policies and high-level approach to transform the bus network and peoples experience of travelling by bus.
- 2.2 The Bus Strategy was published in draft for consultation with the public. The consultation closed on 24th February 2023.
- 2.3 We received 1017 responses through the online survey and 16 responses via other channels.

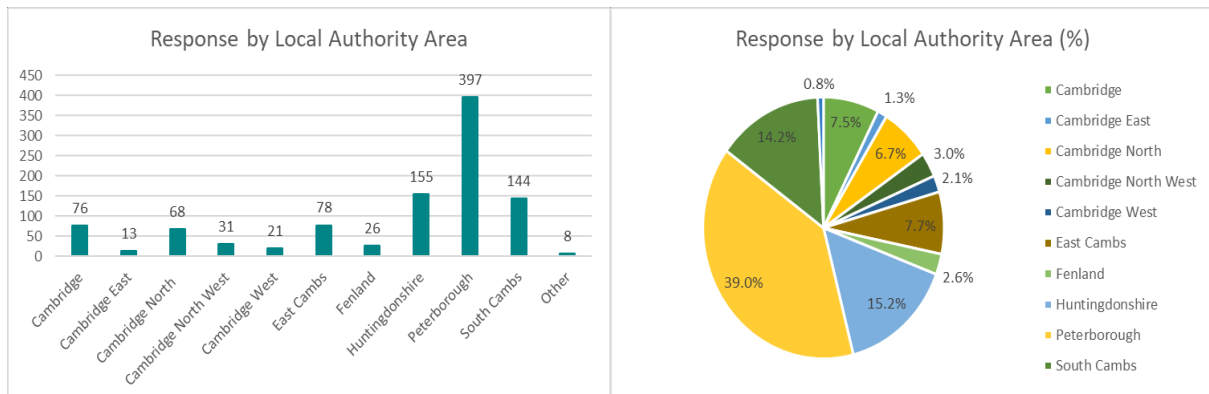
3 Analysis

Q1 – Age



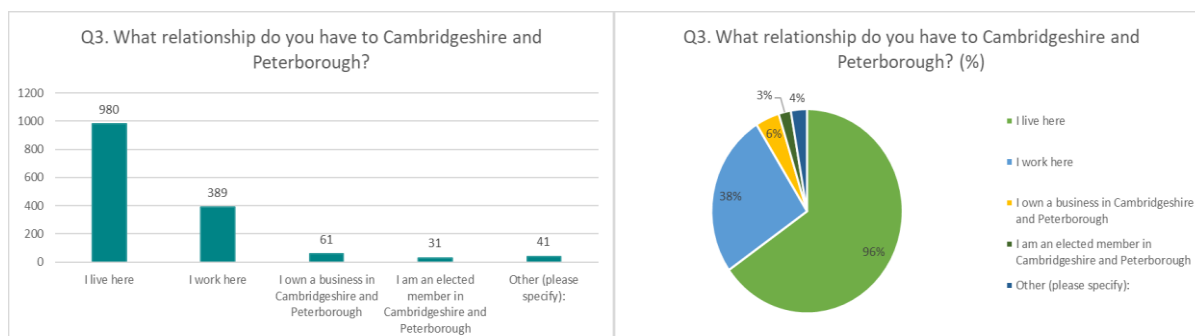
Response	Number	Percentage
18 - 24	51	5.0%
25 - 34	100	9.4%
35 - 44	169	16.6%
45 - 54	188	18.5%
55 - 64	210	20.7%
65 and over	299	29.4%

Q2. First part of your postcode e.g. CB1



Local Authority	Number	Percentage
Cambridge	76	7.5%
Cambridge East	13	1.3%
Cambridge North	68	6.7%
Cambridge North West	31	3.0%
Cambridge West	21	2.1%
East Cambs	78	7.7%
Fenland	26	2.6%
Huntingdonshire	155	15.2%
Peterborough	397	39.0%
South Cambs	144	14.2%
Other	8	0.8%

Q3. What relationship do you have to Cambridgeshire and Peterborough? (You can select more than one option)

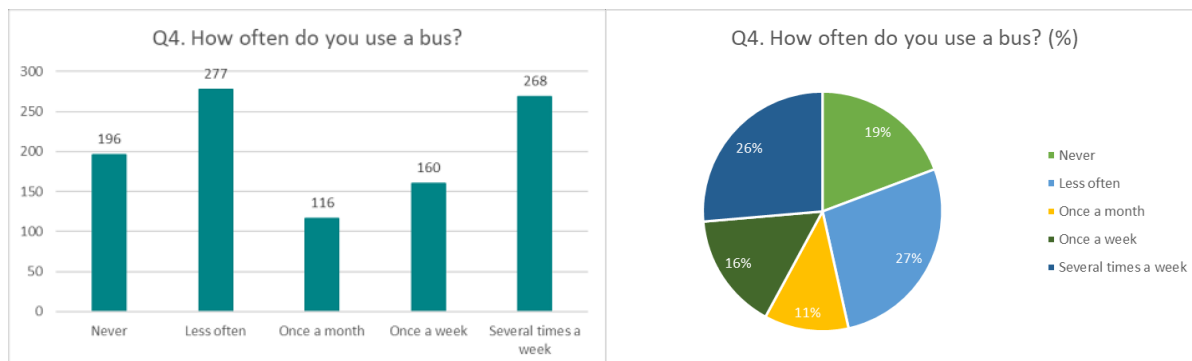


Response	Number	Percentage
I live here	980	96%
I work here	389	38%
I own a business in Cambridgeshire and Peterborough	61	6%
I am an elected member in Cambridgeshire and Peterborough	31	3%
Other (please specify):	41	4%

Other Relationships to Cambridgeshire and Peterborough

- Parish Councillor
- Elected Member for Cambridgeshire
- Parish Councillor
- Children are at school here
- Parish Council
- Parish Councillor
- I am a former Parish and District Councillor
- I am a Parish councillor
- I work for Bruntwood SciTech whom own Mebourn Science Park
- In a village near Peterborough
- I have family here
- Medical services
- Shop
- Study in Peterborough
- Visit family
- Family
- Family friends
- school
- Volunteer at Ferry Meadows
- I was born here
- I have family there
- Wider family also live here
- Parish Clerk
- Parish Council
- my child goes to school in Cambridge
- Founder - Hunts Walking & Cycling Group
- I operate bus services on behalf of CPCA
- Business
- My family live here
- Hilton Parish Council
- Both my partner need to go to local hospitals fairly regularly
- Family and aim to return to work in the region
- Chairman of Horningsea Parish Council
- Peterborough City Council response
- Response From Cambridge Living Streets Group
- Lived in Peterborough for 40 years and now Crowland for 17 years. Elderly parents have lived in Peterborough for 65 years
- Family
- And, I am a Carer for family who do not live with me.
- I worked in public transport research many years ago
- I am a student here.
- Is Cambridgeshire and Peterborough an entity?

Q4. How often do you use a bus?

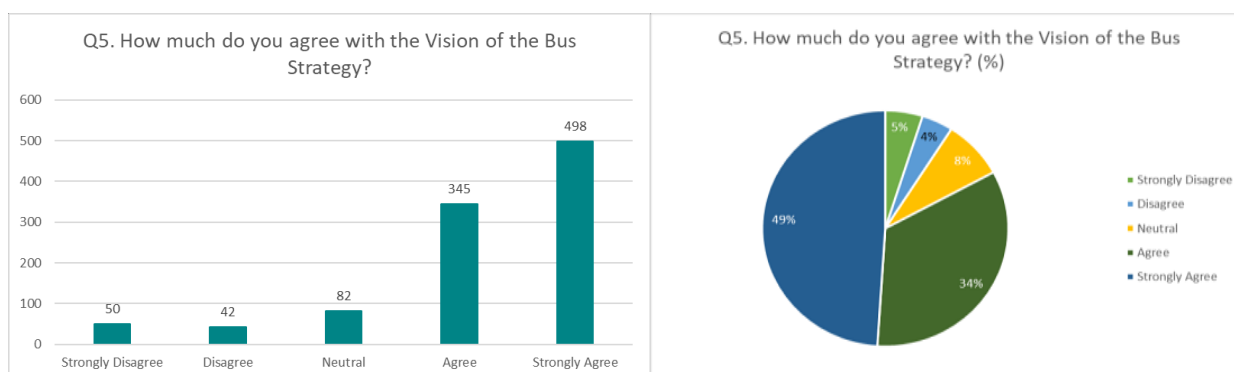


Response	Number	Percentage
Never	196	19%
Less often	277	27%
Once a month	116	11%
Once a week	160	16%
Several times a week	268	26%

Q5. How much do you agree with the Vision of the Bus Strategy?

VISION OF BUS STRATEGY

- A comprehensive bus network, better connecting people to places across all parts of the region and beyond.
- Buses are part of a fully integrated and planned transport system.
- A more affordable network, with simplified fares and capping across the network.
- A transition to new, low emission vehicles, providing all the benefits of modern bus travel.
- A more understandable bus network, services, and fares, with clear information at all stages of a journeys and easy ticketing.
- Faster and more punctual journeys by bus, delivered with more, effective bus priority measures.
- High quality passenger waiting facilities.
- Good quality services with high levels of satisfaction amongst customers.
- A doubling of bus passengers (based on 2019/20 levels) by 2030.
- Less traffic and congestion by attracting car users to buses.
- Better bus infrastructure, including bus shelters and widespread real time information coverage.



Response	Number	Percentage
Strongly Disagree	50	5%
Disagree	42	4%
Neutral	82	8%
Agree	345	34%
Strongly Agree	498	49%

Please explain why, if you wish, and add any other comments you may have.
Responses can be found in Appendix 1a

The most common themes in relation to the this question are

- Bus reliability
- Affordability
- Lack of buses
- Concerns around how the strategy will be implemented
- Requires more ambition



Q6. How much do you agree with the Aims of the Bus Strategy

CONVENIENT

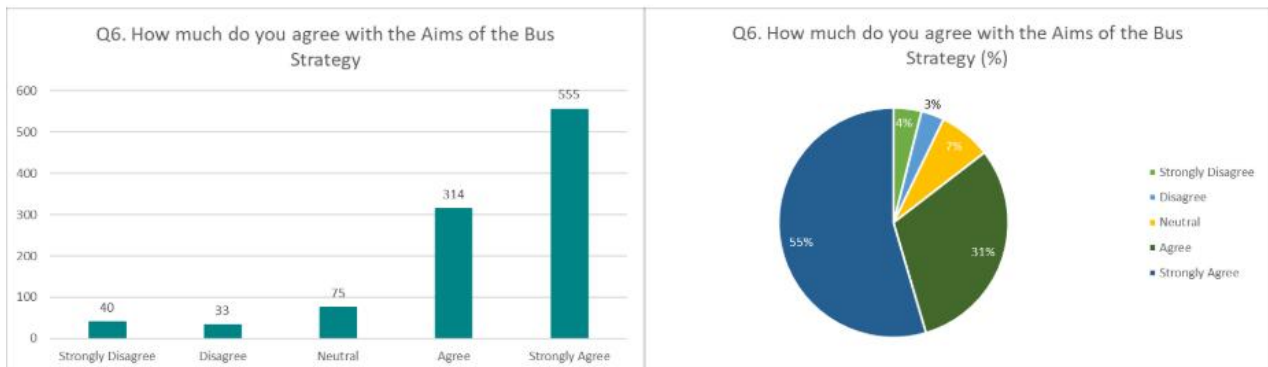
- Routes connecting to places and activities that people want to get to.
- All areas are well served by bus.
- Direct routes with little deviation.
- Frequent services with limited waiting time in-between.
- Services are available all day and into the evening, every day.
- Range of tickets to meet different needs.

ATTRACTIVE

- The network is simple and easy to understand.
- Buses enjoy a great public image and everyone is happy to use them.
- Services can be relied upon and run to time, without delay.
- Cost of using a bus is considered good value for money, with targeted fares offers that incentivise some groups.
- Buses run direct and quick.
- Buses are clean, comfortable and pleasant to ride on.
- Services are well marketed and there is plenty of clear information in a range of formats, available via different media.
- Waiting environments are attractive, offer seating and information, and people feel safe using them.
- Pleasant and helpful drivers, able to assist when needed.
- Zero emission buses, offering a quiet and smooth ride.
- A network that evolves in response to changing needs and demands

EASY

- A single understandable network that functions as one, with connecting services, branding and system-wide ticketing.
- Ability for people to transfer between bus and other travel modes (walk, cycle, e-scooter, car, coach, train).
- A clear service offer, backed by a Passenger Charter.
- Buses run at regular time intervals and with consistent frequencies.
- Stable services with minimal changes, removing uncertainty and confusion.
- Simple fares with payment through a range of methods.
- A system that is accessible and can be used by all.
- Plenty of information is readily available.



Response	Number	Percentage
Strongly Disagree	40	4%
Disagree	33	3%
Neutral	75	7%
Agree	314	31%
Strongly Agree	555	55%

Please explain why, if you wish, and add any other comments you may have.

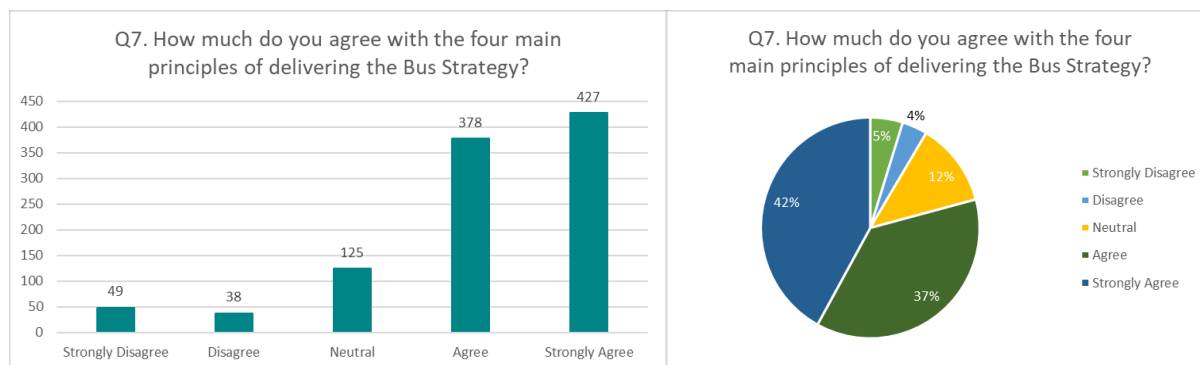
Responses can be found in Appendix 1b

The most common themes in relation to the this question are

- Reliability
- Lack of confidence in implementation
- Affordability
- Where the funding is coming from
- Simple fares and multi operator tickets
- The strategy is not detailed enough and needs clarity and specifics

Q7. How much do you agree with the four main principles of delivering the Bus Strategy?

1. Achieving a continuous cycle of passenger growth and service improvement
2. Using the best operational model of provision to achieve the necessary step change in the most effective way
3. Partnership
4. Integration



Response	Number	Percentage
Strongly Disagree	49	5%
Disagree	38	4%
Neutral	125	12%
Agree	378	37%
Strongly Agree	427	42%

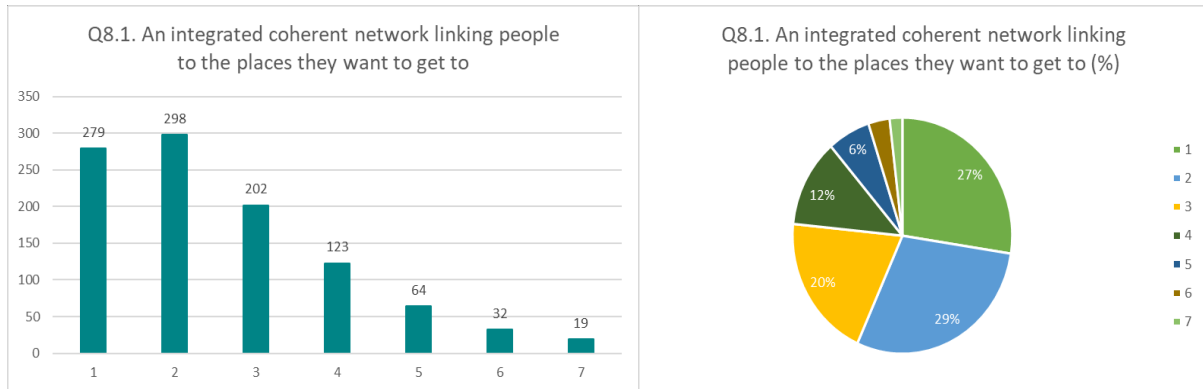
Please explain why, if you wish, and add any other comments you may have.
Responses can be found in Appendix 1c

The most common themes in relation to this question are:

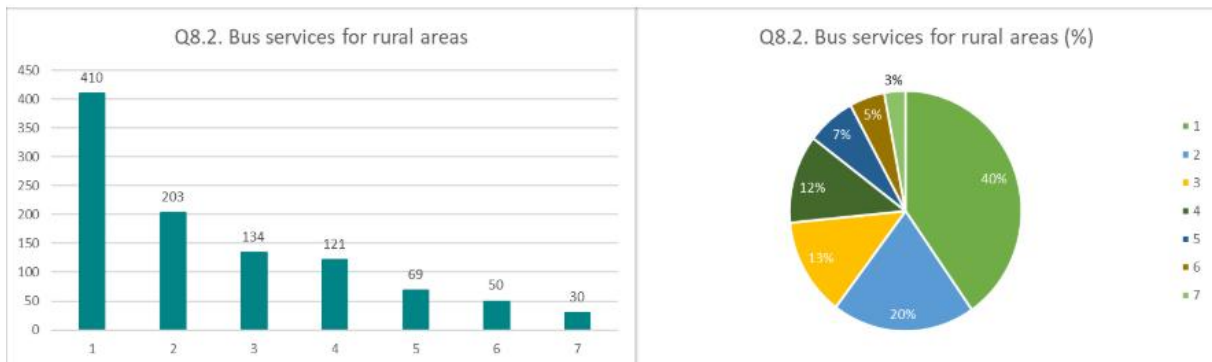
- The strategy is not detailed enough and needs clarity and specifics
- Lack of confidence in implementation
- Better collaboration between providers
- Better collaboration with other counties
- Concern at lack of bus drivers and retaining current bus drivers

Q8. How would you prioritise our strategies. Please drag and drop the strategies into your preferred priority order, starting with your top priority first, or number them from 1 to 7 using the dropdown boxes, with number 1 being your top priority.

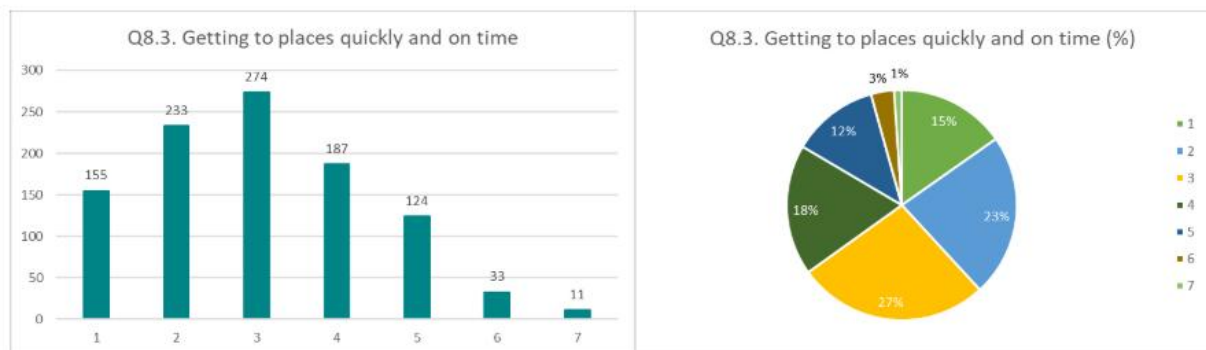
Q8.1. An integrated coherent network linking people to the places they want to get to



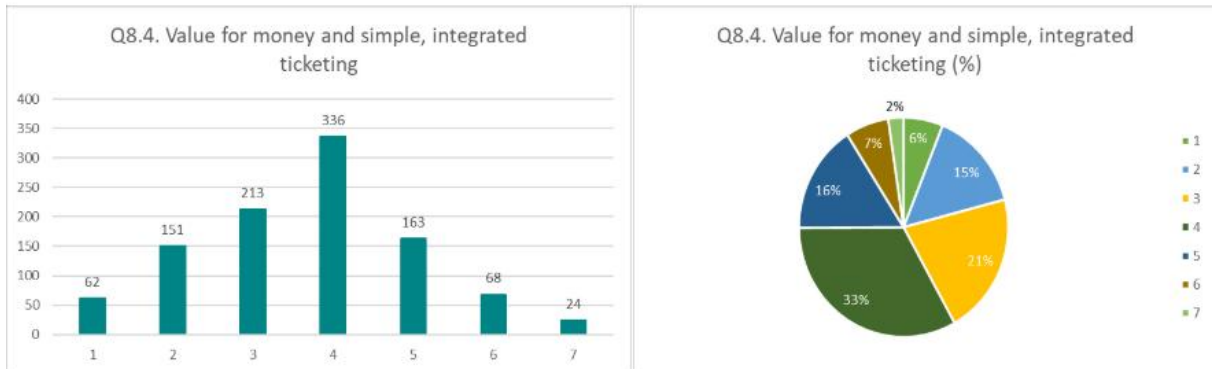
Response	Number	Percentage
1 = top priority	279	27%
2	298	29%
3	202	20%
4	123	12%
5	64	6%
6	32	3%
7	19	2%

Q8.2. Bus services for rural areas

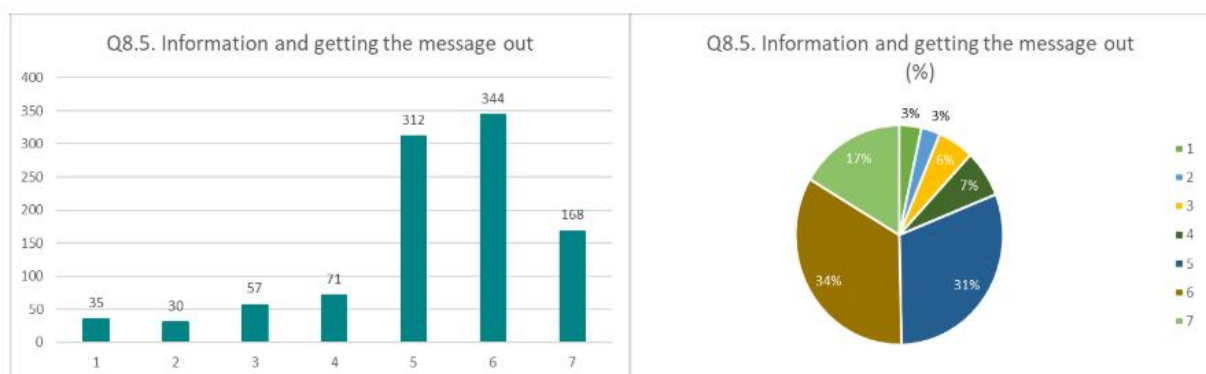
Response	Number	Percentage
1 = top priority	410	40%
2	203	20%
3	134	13%
4	121	12%
5	69	7%
6	50	5%
7	30	3%

Q8.3. Getting to places quickly and on time

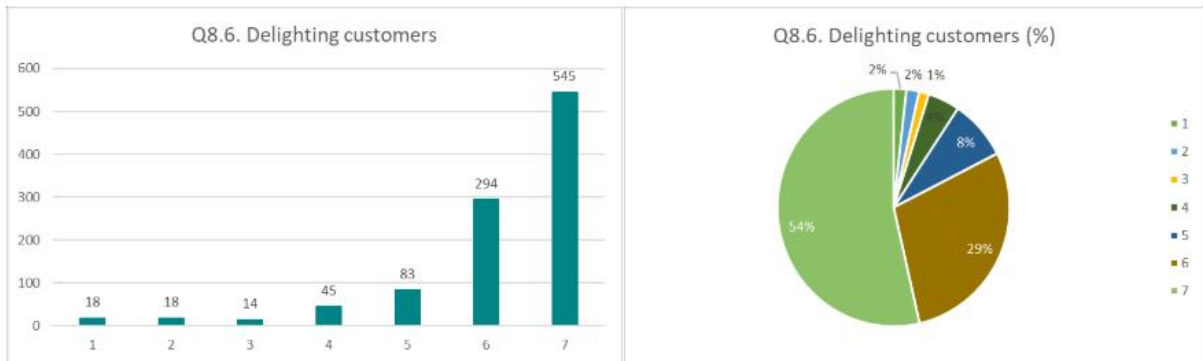
Response	Number	Percentage
1 = top priority	155	15%
2	233	23%
3	247	27%
4	17	18%
5	124	12%
6	33	3%
7	11	1%

Q8.4. Value for money and simple, integrated ticketing

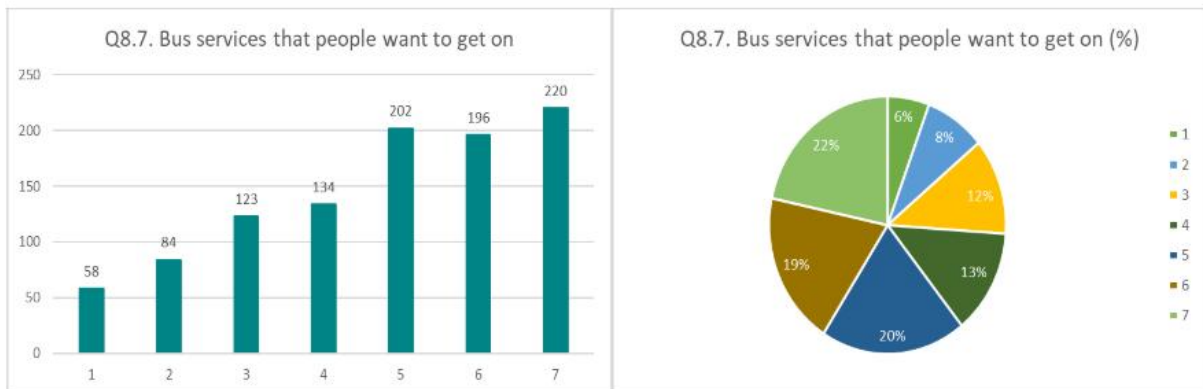
Response	Number	Percentage
1 = top priority	62	6%
2	151	15%
3	213	21%
4	336	33%
5	163	16%
6	68	7%
7	24	2%

Q8.5. Information and getting the message out

Response	Number	Percentage
1 = top priority	35	3%
2	30	3%
3	57	6%
4	71	7%
5	312	31%
6	344	34%
7	168	17%

Q8.6. Delighting customers

Response	Number	Percentage
1 = top priority	18	2%
2	18	2%
3	14	1%
4	45	4%
5	83	8%
6	294	29%
7	545	54%

Q8.7. Bus services that people want to get on

Response	Number	Percentage
1 = top priority	58	6%
2	84	8%
3	123	12%
4	134	13%
5	202	20%
6	196	19%
7	220	22%

Q8.8. Please explain why, if you wish, and add any other comments you may have

Responses can be found in Appendix 1d

The most common themes in relation to the this question are

- If some of the priorities are met, this will result in delighting customers
- Bus services for rural areas needs to be improved
- Information is regularly incorrect and needs to show clear journey planning
- Cleanliness of the buses needs to be better
- Reliability
- Reducing isolation by providing better bus services

Q9. Do you any further comments on the Bus Strategy?

Responses can be found in Appendix 1e.

4 Responses from other avenues

All responses from other avenues can be found in Appendix 2

Response from
Cambridge Biomedical Campus
Cambridge University Hospitals
Cambridgeshire County Council
Bottisham Parish Council
Bruntwood SciTech
Cambridge Ahead
City of Ely Council
Cambridge City Council
South Cambridgeshire District Council
Fenland District Council and Fenland Transport and Access Group
Cambridge and South Cambridgeshire Green Party
Cambridgeshire Sustainable Travel Alliance
East Cambridgeshire District Council
Vectare
Stagecoach East
The Countryside Charity Cambridgeshire and Peterborough



Appendix 1a: Comments to Q5. How much do you agree with the Vision of the Bus Strategy?



Response Number	Please explain why, if you wish, and add any other comments you may have.
1	Even if the buses (from Bar Hill) aren't very frequent, they need to run later on Friday, Saturday and Sunday nights, else I have to get taxis all the time which are very expensive.
2	Isolation of elderly is a major problem in remote areas
3	And exactly how is this idea being funded....We already have the idiots of the GCP trying to tax the people, An also a suggestion of a 10£ increase on top of next years council tax increase to fund the lack of services
4	This has been needed for a long time. Connecting services for hospital and other forms of transport essential. Reliability has declined over recent years and buses have become unreliable
5	Currently it has been impossible for my Ukrainian guest to get to work in Cambridge reliably on time from my village 4 miles out.
6	Travel information has been lacking since the discontinuation of Peterborough Travel Choice and curtailment of services.
7	Better integration into other forms of public and active transport. I.e. better integration into trains departing Peterborough railway station including integration with departing and arriving services early or later in the day Provision of quality cycle facilities at major bus stops.
8	I agree that we need better bus services but these should not be seen as an alternative for investing in the regions railways and in particular the reinstatement of the Wisbech to march rail link.
9	Stop faffing about and directly run an affordable and reliable bus service.
10	I feel that this is a good strategy to have, but I, like many people, have a lack of confidence in the combined authority to actually act on the plan and make changes.
11	The principles are good. A reliable service that is cheap, runs often, and also at evenings and weekends would be welcome.
12	there's literally only one bus to isleham. i'm fully reliant on my partner to go anywhere
13	More reliability to timetale.
14	Too many services that are essential for the mobility and independence of others are being removed - particularly those in countryside areas.
15	I agree but it is unrealistic. I currently commute daily using the Whippet X3 but and there are daily cancellations. You promised improvements so many times, it's just not going to happen.
16	I want to drive less. We only have a bus service twice a day. If it was more regular during the day I would use it.
17	There is a need for radical reimagined structures for sustainable transport. This can be achieved with a combined framework for rail bus and foot traffic. Buses that reach rural areas with regular and direct links to rail stations will mean efficient transfer to the city. Reconfigured footpaths that lead from village to station to village may transfer cyclists and pedestrians to the city. This green future can be achieved because warm and comfortable carriages are in place already. At present though, carriages that number too many hurtle through and languish in stations for upto thirty minutes, heated and lit

	for absent passengers. Buses must return to one measure from the past- to stop safely at places other than the assigned. The fares will have to begin with subsidy but with sufficient promotion of the green measures in place, public transport will be enlivened for the public good.
18	Currently have 5 buses a day (each way) to Cambridge and nothing in evening or on Sundays/Bank Holidays. Would be nice to have buses one evening a week/fortnight - businesses are missing out on a lot of trade because of this.
19	I don't think the strategy tackles too major issues: - Bus drivers - recruitment and retention of staff. This is a major issue with the current service, how can we possibly expand the service without enough drivers to run it! - school traffic - not enough thought it being given to this.
20	we need action not surveys
21	Because it is not realistic How do you propose to fund it? Rural areas need access to local facilities not just getting to a major town and back We need to see a proper plan in detail of how you propose this a vision can be very wholly and easily backtracked
22	Pointless, I want to see your objectives, how you will measure them and how you will assess against them using the metrics you've collected. Without them the rest is just happy clappy jobs for the girls.
23	I think the busses need huge improvement and investment. The buses need to be cleaned more and taken care of. We should have a system like London so you can pay contactless or have a bus pass to scan. Makes it easier
24	SHAME THE PARK AND RIDE DOESNT RUN LATER SO WE COULD GO GO TO A SHOW IN THE CITY BUT NOT HAVE TO DRIVE INTO THE CITY
25	Could be more ambitious. A frequent and reliable service to all neighbourhoods and villages in the region. Buses should be the mode of transport of choice. With so frequent service you don't consider other options, no matter where you live. The bus routes are designed to connect a range of places, not just all heading into h the centre of city
26	Buses are not inclusive in their current form. They cannot accommodate wheel chair users, mobility scooters and baby buggies at reasonable numbers. Buses cannot take bicycles. Buses, especially if used as single entry/exit are prone to loading and unloading delays. Bus shelters cannot accommodate the number of people waiting, especially in the exposed stops of the busway. Your strategy is full of errors. As an exame in your case study on the busway it mentions that the buses in the busway travel on a steady 56mph.This is far from the truth if not an absolute lie. Get your facts right. A 7mile route from

	Northstowe to Cambridge takes at best 30-40 mins. A train would do that under 5 minutes...
27	We need a bus service in our village
28	It would encourage me to go out and about more.
29	Because I would like to use the bus - I may not drive for much longer - but it has to be convenient. Needs to be regular, reasonably cheap, reliable, quick and comfortable
30	All seem like sensible goals for a public transport network
31	Low bus fares to attract custom Night buses needed for people who work evenings and nights More frequent evening/night wait time rather than hourly
32	I disagree simply because the rural bus service is incapable of delivering what people need and there is nothing in the strategy that will fix that. Therefore the strategy is inadequate.
33	Some services get very full already at peak times particularly in School time. Need to remember that people working in Cambridge are not just coming from Cambridgeshire and Peterborough but also the other surrounding counties
34	its the right thing to do!
35	The vision is pie-in-the-sky, unachievable
36	Totally in favour of strategy and would use buses every day if they could be relied on to arrive. Policy is great but only of any value if the bus companies deliver
37	Living in a rural village with an infrequent bus service which doesn't run near my house, and the fact that both I and my wife are somewhat disabled, means that the car is the only reasonable option.
38	Providing a decent service is provided I would definitely use it. However, when the guided busway was originally proposed there were meant to be buses from surrounding villages to the busway but this never happened mean8 g we had to use the car to get to the busway!
39	Whilst I agree with these lofty goals, I struggle to see how they can be implemented in a way that helps those who live in the more remote outlying villages. If a journey takes 1hr in the car, it can take 2hrs in a bus from these sorts of places.
40	Desperately need to connect villages to towns to cities
41	As long as there are safe buses to be used by young people to travel to neighbouring villages and towns I agree.
42	Buses are not reliable, and it happened 4 times in a week at the beginning of December 2022 that the bus didn't even show up. I tried to use the coachstage app, but even there the information was wrong. Plus, the price is way too expensive for such a poor service.
43	What we need is a mass transit system strategy and more pertinently a holistic transport strategy...not just taking each mode of transport in isolation.
44	Vision is good use what is now available for example not for profit HACT charity
45	Better connection bus more reliable

46	<p>It does seem ideal Is that possible ?</p> <p>I live in Werrington and to get to the hospital it takes 2 buses and about an hour plus and yet is only a few miles by road I see this as an essential service and I am elderly</p> <p>I would also like to see a bus service from Werrington to town rather than going onto Orton where buses are often delayed Other than that I am happy with the service The Delane buses are on time and clean</p>
47	<p>If services were better I would use them more. I can't see anything improving for Ramsey. Demand responsive and community transport services are fine for shopping, older people etc but not when people need to get to college or work. Ramsey is a market town and transport links should be improved.</p>
48	<p>Too many cars on the roads!</p> <p>Roads are in a disgusting state!</p>
49	<p>I would use the bus more often if it was faster and more frequent. It also needs to be more affordable. Unless all 3 of these things happen, people like me will always choose another option if available. Those without a choice should not be penalised.</p>
50	<p>A bus service in our area is currently almost non existent and as a community we are very car dependant. Education and career opportunities are restricted if you do not drive</p>
51	<p>Because, if you're that confident, WHY HIDE THE OTHER SURVEY THAT PROPOSES A PRECEPT ON COUNCIL TAX BILLS TO PAY FOR TRANSPORT.....conning the public... AGAIN.</p>
52	<p>Agree in principle but please include Wisbech and the whole of Cambridgeshire in your plans- not just a 15 mile radius of Cambridge</p>
53	<p>We need a more reliable bus service, with earlier starts in some places plus direct routes to places like Addenbrookes which in some cases would bypass going into the city centre to change busses which we are forced to do now</p>
54	<p>We have bus stops but no buses to stop at them. We need buses back in operation through villages. Our village does not have any now.</p>
55	<p>I would like to use buses more but find the current infrastructure inconvenient and hard to navigate.</p>
56	<p>I agree with most of the strategy: buses have to be reliable as we base important aspects of our lives on them (bringing a kid to school, going to work at very specific times). If once or twice the bus is not coming when it is supposed to, then the trust is over and you force people to take cars and alternative arrangements. I do not agree however with the introduction of charges for cars, especially for those who live in Cambridge who might actually need cars for very different reasons that might not impact the traffic in the city centre or in the busier areas.</p>
57	<p>Bus journeys will always be longer than car journeys due the routes they need to take getting to the villages. Carrying shopping on the bus is inconvenient especially if the bus is busy and seating has been taken. Busses break down leaving passengers stranded.</p>
58	<p>Would that be possible for having mote regular and punctual arrival time with an error less than 10min?</p> <p>It will be very important, especially in winter when it is very cold</p>

59	I think one can agree with the theory it is how it is delivered given the lack of space on the roads and the enduring perceived need for parents to drive their children to school
60	Strategy is one thing but actually doing these things is a necessity not just an idea on paper. We need a better, reliable, reaching rural areas and cheaper bud service. If you actually want attract more people to use your service
61	Improved Park and Ride service - more car parking spaces, more services for longer in the day, connections to other parts of Cambridge outside of the centre. Expand services to smaller villages - more frequent, smaller vehicles, don't use a double decker if few people use the service. Decrease the need for people to use their cars.
62	I do not disagree with aspirations however there is no prioritisation as to what can be afforded, nor any vision for other public transport innovations to start playing a part by 2030. Furthermore, I believe it is more important to have a greater proportion of the population have access to public transport (comprehensive network) than a doubling of bus passengers. If finance is limited you may find these outcomes incompatible.
63	The strategy must NOT be funded by a Congestion Charge. It is a service for the whole population and should be self funding or supported by taxes or precepts
64	Buses are integral if older people are to continue living independently. It's cheaper for them to get around. Driving oneself after the age of 70 is no longer an option for most of us
65	I want to see a real bus service for Peterborough, so I don't always have to use my car.
66	I have sight problems and buses are my only means of getting around. I am also very concerned about climate change. The better the buses, the less people will rely on cars
67	This all sounds very good compared with the present cost of fares, lack of connectivity, late running and cancellations.
68	Wisbech needs a massive improvement in public transport. the Excel bus is ok for accessing Peterborough- Norwich, but other local towns are not served by buses at all, eg Spalding, Ely, Huntingdon, whilst other buses are few and far between eg Downham Market. I regularly use Wisbech 68 tesco bus as I am disabled and cannot drive. This needs to be kept running, and for longer during the day, every day. The 68 bus enables people to access food shopping, leisure (eg cinema), and medical facilities such as the ACES eye clinic and the NHS Breast screening clinic that spends several months a year in Tesco's car park. The out-of-town shops on Cromwell Road need more frequent buses, after all there's not much left in the town centre anymore! also consider access to Wisbech railway station - if it ever comes to fruition - we've been waiting too long already, and the CPCA seems to favour spending it's budget in the Cambridge area. Wisbech people pay their taxes too, and should be treated fairly. also consider the villages around Wisbech -they have a dire bus service. I couldn't move to a village as I would be isolated and unable to access food, other retail, healthcare and leisure facilities. Sort this out - the people of Wisbech are fed up with getting the brown end of the stick!!!

69	Connectivity is vital. Too often Cottenham is left unconnected compared with settlements to the West (Oakington) and East (Waterbeach)
70	a lot of the delays are people messing about with cash/buying a ticket
71	The vision is all that we aspire to for a bus service but have never experienced
72	A franchising model would be essential to allow the planning and improvements to services that are needed. Examples that should be looked at are the tfl model and those used in other countries e.g. The Netherlands (widely and Rotterdam specifically). Then the best elements of these should be brought together and their suitability considered.
73	Cambridgeshire does not have the population nor Urban areas to justify bus usage envisaged by your strategy. Buses cannot get people directly to where they want to go.
74	Not enough facts - e.g. doubling of bus passengers - this will not be enough , numbers ? How?
75	Living in a rural community it feels like cars are everywhere, especially during community events like markets. People feel they need to use them even if travelling from the next village. The effect is congestion and pollution. We have a limited bus service to the local city (which I am grateful for and happy to use) but no connection to the train network or many of the local villages. The bus strategy goals generally align with what I would like to see in future: more options for destinations, services at convenient times and a reduction in the number of cars and their associated environmental impacts.
76	Pie in the sky strategy with the car user footing the bill. It's totally unworkable for rural residents.
77	You also need to consider cross county connections better, specifically Cambridgeshire/Bedfordshire for both schooling and leisure purposes.
78	Too narrow focused, and at what cost to us? Best we integrate into EWR as trains can take more people away from the roads. This looks expensive and passenger numbers are unknown. Value for money is my biggest concern. It is all laudable the aspiration but given the shocking performance of this consultation and the management of Stagecoach and the current bus network I wouldn't want this to be in the hands of the council to manage without a change in administration.
79	we need a reliable bus service connecting us to Huntingdon etc, the previous service has not changed for years and is unreliable on the rare occasions I have to go to the hospital I have to go by taxi as the times don't co-incide you either have to go early and then you're hanging around waiting for your appt or you have to wait ages for a bus back, thats if they ever turn up and then you've missed your appt etc
80	Less cars on the road. Better transport for those in rural areas especially the old and disabled who may feel isolated because they have no other form of transport.
81	I would like to see, as part of the strategy, improved and more frequent bus connections to rural villages. At the moment the only reliable way to travel to Cambridge or to the train stations is by car.

82	Totally agree about the importance of getting the bus network improved. Only when public transport is quicker and cheaper will it tempt people. The guided bus is brilliant in concept but the buses are frequently late because they are stuck in traffic, can take longer than driving into Cambridge from st lves, are infrequent particularly in the evening, and in the mornings are often too full to even collect people. It desperately needs to be more reliable, and quicker with on demand services to connect people to the mobility hubs otherwise people are still having to get in their cars to drive to the park and rides.
83	Chatteris relies on an efficient bus service as Chatteris is not connected to the rail system and therefore without an efficient bus service connecting up with Cambridge , Ely and main rail stations , with more regular , early and late and weekends , people are isolated. More efficient bus services will encourage more use of them. This situation needs urgent attention for the people of Chatteris and surrounding areas .
84	It is important that opportunities, both leisure and employment are open to all and not just those who are able to drive.
85	Full of motherhood and apple pie statements Attracting bus passengers isn't just about the existence or timeliness of buses. It is also about ease of use, getting on, getting off, what the passenger has to carry. There is often provision for registered disabled but little consideration of the less able and fit.
86	It is vital that bus transport IS part of an integrated system. Buses need to service train stations. In order to increase bus use there needs to be much clearer information available which is easily accessible in all formats.
87	Aspects of the vision are admirable, but even without cars a larger fleet is likely to clog the city's roads, and the second bullet leaves all the key questions undefined. Buses are hard to scale, and where are all the drivers to come from? Surely you should be considering ZEV not LEV?
88	There is no practical bus service I can use and as I get older I fear being housebound because of this . Also fear I will not be able to attend hospital appointments due to lack of transport
89	Can Upwood have a regular daily service to Huntingdon and Peterborough so I can return in 2 hours.
90	I agree with the overall strategy but as I live in a village in Fenland, we currently have no buses and I want to suggest a way to provide feeder buses to local towns. When visiting Turkey, they have what I believe to be a co-operative system whereby small mini buses provide a regular service (every 10 minutes, 20, 30, hrly depending on usage) on a route which then joins up with main buses in town.
91	The vision is obviously correct - it's the implementation that's difficult

92	My business means I need to carry items that would fit on a bus and the same for my employee's
93	You are unrealistic for several reasons. 1. You can barely find bus drivers now due to poor pay and EU citizens who got the xenophobic message and left to find bus, truck driving work in better paying less hostile anti immigrant, anti European countries. 2. It will never work if you keep letting private companies operate them like Stagecoach who, like Stagecoach recently appallingly decided to do, see it as a profit and loss to operate- loss equals cancelling routes, frequency of buses, reducing number of stops or walking away altogether leaving those who support public transport at the mercy of a car or using inferior transport to get into school/work. 3. Buses compete with car traffic- do what most European cities like Amsterdam do- build trams. Trams are faster, more efficient because they are isolated in the center away from competing traffic. And yes, the roads in Cambridge are big enough to accommodate main lines (if Lisbon can do it with really narrow roads Cambridge definitely can!).
94	You need to contact villages like Wicken to connect your bus route
95	The two big issues are not addressed: trust/reliability. There is no point pushing for buses until trust is established. For now they are not reliable enough. Second the bus stop is a half an hour walk from my house. It will add an hour to my commute just to get to the bus without counting waiting and journey times
96	The strategy is uninformative. We're asked to agree with motherhood and apple pie. It's a waste of time and public money to consult on this and the responses to the closed questions are meaningless.
97	Nobody can disagree with these aims but agreeing will mean you using this as evidence of people wanting you to take action which isn't what is wanted. For example it can be used to justify an offroad busway, which 2 consultations have already rejected
98	Takes a great deal of drive,creativity and money to achieve and so important for all parts of society.
99	Where to begin: It is being built over Green Belt land! It will destroy an essential part of our countryside here in Cambridge which enhances the lives of people who live here, close to and further afield-it would be a disgrace to ignore the feelings of the people of Cambridge; It is totally unnecessary; its an expensive decision made by a group of unelected individuals without consultation with the inhabitants of Cambridge and the surrounding areas; There is a perfectly good existing bus service that would benefit from an injection of funds;
100	Cambridgeshire is in great need of a concerted programme to develop and extend the bus network. My preference would always be to take public transport rather than drive, but living where we do in a rural community, this is just not possible as the current service (1 bus a day into and out of Cambridge) is not sufficient, nor practical. The roads of Cambridge are regularly (if not always) congested and many would opt to catch the bus if able, but they need to be provided with a service that they can trust and know will get them from a to b as required at an affordable cost. Cambridge should be leading the way on the transition to a more sustainable transport network, however the residents of the region need to be enabled to

	participate. Until the network is drastically upscaled and supported, people will continue to default to driving.
101	Before Christmas 2020 there was an excellent understandable consultation for Cambridge with proposals based on Spatial Strategy. It was clear what it meant in terms of delivery. This vision is meaningless Based on Spatial strategy in Peterborough: medium size villages to have hourly bus services, Small villages to have an extension (original) of Call Connect - UNLESS there is a significant resource used by other villages such as a medical centre or post office.
102	We need a bus service we can rely on
103	I never use a bus because the service is currently poor, irregular and unreliable. I'd like to have confidence in the service which would lead me into using the bus as I'd prefer to use my car less.
104	This strategy seems great if you manage to put it in place
105	Because until this is operational there can be no expected reduction in car dependency.
106	The current bus service is unsatisfactory. In the six years I have lived in Sawtry the service has deteriorated with the most recent cuts making the situation much worse i.e less frequent services, loss of evening services, no direct buses to Hinchbrook Hospital, etc.
107	I would love to use the bus more often but cannot as the service is completely unreliable. I've lost track of the amount of times I've stood waiting for a bus which has never turned up. Due to the unreliability of the service I am forced to use more costly and less green alternatives. Having moved to Huntingdon from London, I have gone from using multiple public transport services a number of times a day, every day to only using the train once a week. The public transport service here is shocking.
108	This is a sound strategy and hope it succeeds.
109	Good, regular, bus services are essential to support active travel, especially walking.
110	This is what needs to happen. What has happened is our bus service has been decimated by the withdrawal of Stagecoach
111	Stagecoach has let customers down and the council has done nothing to help. I can't get to/from work anymore.
112	Shocking when the hourly bus service reduced to 1.30. No buses on Sunday!
113	The variations and improvements in bus services should not be to the detriment of car drivers, given that no bus plan will be as flexible as a car alternative
114	I would use a bus more often if it was reliable.
115	I would like to use buses more but the current offer makes it very difficult.
116	Fine words but stagecoach need to deliver the service, that or lose their franchise because at the moment they are the reason my family and I rely on the private car
117	At the moment my son who has to get from sawtry to huntingdon regularly has to wait 1.5 hrs for the bus and there has been many occasions they haven't turned up. Buses need to be reliable!! Or no one will use them.
118	The strategy fails to address any of my pain points
119	I do not own a car and depend on public transport to get anywhere.

120	Services should not be dominated by costs with a larger proportions of the population over 65 and who do not drive also the cost of driving for the population who do work and cannot get a bus service after 7pm to locations where population density are reasonable.
121	It looks like a great vision that has enormous benefits both locally and to the region. However I do feel it is trying to achieve an awful lot of things and am curious as to how it will be achieved and successfully funded
122	It's a great vision but is it implementable from a financial point of view and if the service is provided, what will drive behaviour change from the car habit?
123	A comprehensive bus network??? Buses in my nearest town- Whittlesey, have been reduced and there is no network at all in my village!!
124	Reducing pollution by reducing the amount of individual vehicles on the roads should be given more weight. There are many co benefits to improving, increasing and lowering the cost of public transport.
125	If there were more buses running a regular service, I would definitely use the bus more often.
126	Especially in Sawtry, I cannot drive due to illness and many elderly can't get around unless the buses are running. Don't cut these buses and leave us suffocating because we can't get around. Give us a service we can really on, is worth the charge on our council tax and that we know can keep us integrated within society. The bus service provided is a disgrace and you do not deserve the money we pay from council tax for it currently!
127	Connect with other villages and towns to get to appointments
128	there are many families in Cambridge that use cars and will not move to buses. We must incentivise electric by offering a full discount for EV if we are to safeguard air quality. the bus strategy is a good move but we must get engine cars off the road
129	Using the bus is currently unattractive due to poor punctuality, insufficient frequencies, and dirty buses. Trying to fix this without fare increases is unrealistic.
130	We need rapid hub to hub buses that do not stopped every 2 minutes. For example biomedical campus to Eddington. Only with this will people seriously consider taking buses for medium length commutes
131	All of the aims of the bus strategy are much needed - although I currently do not use a bus service - I walk or cycle to work - I also do not drive or own a car. So if my circumstances changed and I needed to get a bus then having used buses in the past, and knowing the needs of local people who rely on buses then I believe the service does require much improvement as identified in the bus strategy.
132	I don't agree with the "vision" be delivered by punishing drivers with a congestion charge.
133	No bus in my village. We need a bus service.
134	This village is getting bigger with new housing. We need some way of giving the children of the village some independence to go into stamford or peterborough.
135	We need a regular bus service for our local community. The village is expanding. Young people can't get out and about

136	I definitely agree that a service is required.
137	We have no bus service
138	It is essential for people to be able to travel. The village of Wittering has been isolated from the wider community of other local towns and villages for too long without a regular service that is regular and reliable.
139	This would be fantastic if there were buses again in wittering it's a very isolating place without any transportation
140	I don't use a bus because we have no bus service. If a bus service regularly visited I would use several times a week
141	The previous question asked how often do I use a bus. Unfortunately my answer is never because we no longer have a bus service in our village, think it stopped in 2019. Our village is desperate for public transport to be reinstated. It is so isolating to be stuck in the village.
142	I have witnessed the chaos that having no bus service causes here in Wittering. My daughters do not drive and were effectively trapped within the village as the nearest bus station is Stamford which is an 11 mile round trip. This has caused so much distress as they both have work in Deeping and Stamford.
143	Without a bus service you are taking away the independence of those in rural areas to meet, greet and live their lives to the full. Which in turns limits the choices they then have ie where to shop, which can be more expensive in local shops.
144	We need to reduce the number of cars on the road, to do that, we need to have a viable option. Buses are the best option.
145	The strategy seems very positive. It would be wonderful to see it working in the way described, for both the city, and its outlying Villages. We currently have no bus service at all, but one that was as regular as the strategy suggests would open doors for many who are trapped in our village without transport.
146	It sounds like a service that would be well used. Also more environmentally friendly. I would definitely use it if reliable.
147	Wittering needs a bus service, particularly as the number of houses is increasing. Parking in Peterborough is expensive, and with petrol prices it ia more expensive to get to work.
148	We have been left off a proper bus route for several years and the village needs links to Peterborough and Stamford
149	I'm a non driver with small children, my husband is in the milatry and often away I am totally isolated without a bus service in wittering to stamford and to Peterbrough.
150	An improved bus service is much needed. We don't have one at all in wittering, so when asked how often I use the bus, the answer is NEVER! Not by choice but because there isn't one here.
151	Wittering has no reliable bus service, We only have connect, which doesn't have a time table, plus your lucky to get a seat, or if it turns up.
152	The responsive bus service suggested for low population density routes appear to be a desire rather than a feasible and planned option. THis needs to be fleshed out and in the plan. Also there should be parking at all busway

	stops, e.g. I could perhaps use Oakington, but there is nowhere to park so therefore I need to drive.
153	It's important to me to be able to get to my doctor in Wansford and the hospital in Peterborough. Also for shopping and leisure in Queensgate /Peterborough
154	My village Wittering, has no regular bus service. Its a real pain for those without cars and for the youngsters. A regular, reasonably priced service would benefit all and help cut traffic. Not to mention the benefits for school children to get in and home from school.
155	People are stuck here with only a call connect bus to get out if village
156	Bus station Peterborough needs refurbishment. Levelling up funding?
157	Barriers to entry for bus use need to be significantly removed. Bus shelters in Peterborough have poor cleanliness/condition and where real time info is not provide= timetables are non-existent or out of date. This creates a barrier to entry that has to be addressed as a matter of urgency and before other issues. Even timetables in Queensgate Bus Station are out of date
158	There needs to be a much stronger tie-in with other public transport, such as the existing heavy rail network in the county and improvements to that network along with potential light rail initiatives in the future.
159	I think it's incredibly important to have means of transport when you live in an isolated area. I do drive but I have teenagers that are stuck here where we live and I do also like to take the bus into town every so often because parking is difficult.
160	Wittering and surrounding villages needs a bus service asap, connecting Stamford and Peterborough
161	The reason I have selected "never" to how often I get a bus, is because my village does not have any buses to use!
162	I don't use buses at the moment because we don't have any regular bus service to/from Wittering. Your vision is excellent and if it comes to fruition I would be making all local journeys by bus
163	Actually I'd just like a reliable, regular, bus service in our village, instead of having to rely on connect bus.
164	My son would love to be able to use a bus to be independent- he currently relies on others to take him out of the village.
165	Living in Wittering it would be great to have a bus service so we can be 'better connected and not have to use cars
166	Rural areas need better services, but more money is spent elsewhere
167	We need the links. I used to travel every week day to work on the bus, but due to a disability and the reduction in service can no longer do this. Now feel very isolated and useless.
168	I live in a village (Turves) that has no public transport links whatsoever, hence I would be unable to use a bus if I wanted to.
169	It is vital that bus strategy is part of an integrated system of public transport. Bus use need to link with trains. In order to encourage bus use there needs to be much clearer information in a variety of formats which are easily accessible to all. Being able to track buses en route via an app would be very helpful.
170	We really need a bus route in Wittering so we can get to the shops, doctors, dentist etc

171	Never use the bus due to not having a service
172	The small village I live in really needs a bus for the local community. Our closest shopping facility and medical practice is too far for our vulnerable and disabled and none driving residents.
173	I don't use the bus at this moment in time as they run the wrong times but if we had a service like we had years ago I would use them regularly
174	I would love to use the bus if it came to wittering
175	It allows people who dont drive or cannot afford to a comfortable way to travel with a guaranteed journey and no cancellations, It also helps people who live in rural areas like me who lives in wittering where there is no busses only call connect which is u reliable and has no set times.
176	Also need to ensure Training and on-route facilities for drivers Integrated ticketing across all bus operators and transition to Mobility as a Service type ticketing across all modes of travel. Better information/real time information for passengers across a range of platforms, including actual bus tracking Integrated route planning/access to timetables across all operators. Clearer how to use a bud information at bus stops and interchanges Behavioural change activities to support the transition to bus from cars
177	I can't use the bus service as we don't have one. The call connect service is no good. Can never book one for when I want!
178	We need a regular service in rural areas.
179	It would be great to have a service resurrected again for n Wittering and surrounding villages, it is very isolating to be unable To roam with out this service
180	I strongly agree ONLY IF first the following happens: Significantly increasing the number of reliable buses, operation from 4am until 1am and buses are well maintained (cleaned and disinfected with steam everyday), affordable. It sounds the plan is more for healthy fit people and little attention to people with extra needs. Please bear in mind there are times for example I cannot use bus on health grounds and must rely on taxi or a friend's help. I do not like your plans affect availability of taxi services or my friends willingness due to congestion charge to help me to attend my doctor appointments.
181	You won't attract car drivers without a more frequent and reliable service at the times it's needed
182	Current services are not fit for purpose. It takes 1.5hours on occasion for me to get from CB24 to Addenbrooke's Hospital. I am unable to cycle due to a disability so have not choice but to drive.
183	It would be beneficial if there was a way to take bicycles onboard (or attached) so that if you live / work a little further from the bus stop you could get to it with relative ease.
184	For young families, elderly, disabled, people working in Peterborough who all live in the surrounding villages it is so important to be able to have a trustworthyand regular bus service.
185	Bus frequency in Coates and Eastrea make buses virtually not an option for travel

186	all sounds nice, but nothing specific on how. Prefer improvement with minimal impact on environment by use exsisting travel corridors, even if this reduces connectivity.
187	Rural villages need connectivity Cities need less cars
188	Some of the principles are sensible, but aren't well defined. i.e. define comprehensive, affordable, faster, quality. While all are sensible aims, this is a long list of priorities that covers everything. This doesn't focus in on what's most important for our area and so will do little to help define what needs to hapen.
189	Buses need to compete with private cars for cost, convenience and - perhaps most importantly - reliability. The latter is what is currently most noticeably missing.
190	I do not drive because of sight loss, and if I cannot use a reliable bus service I am completely dependent on my husband to do shopping, voluntary work or social activities. Without these I will become more of a burden on statutory services, and quite simply my life will not be worth living!
191	We live in a rural area and to my knowledge have 1 bus service a week at times not suited to anyone working. We are 8 mile from a city and can not get public transport there.
192	Our nearest bus stop is either 2 Miles away in either direction as we don't get regular buses through our village. 1. Walk 2 miles unlit narrow road. Cross 2 motorway slip roads to Norman cross from Folkworth. 2 miles back carrying shopping isn't good or for an elderly person. 2 walk to Stilton NO PATH! Down hill 2 mile walk to bus stop. Up a v steep hill on the way back oh did I mention unlit road in dark no path on way home. No social life for youngsters to go out of village or elderly to get a bus from Folkworth. We all have to rely on our cars , so that's about 2000 cars in and out of the village because no buses. Can't use bus pass until you get to The Eagle near A15 Yaxley road or walk to Stilton. Anyway is to walk and then get picked up from Norman cross or Stilton village. Using a car 2 miles there and 2 miles back, just to pick someone up. We could otherwise use an uber cab. Straight to town and back to our doorstep. But no buses go through that go to Peterborough or Huntingdon. So pay council tax for no buses.
193	Great idea but not if it cuts services to the villages.
194	The infrequent buses that come to the village do not run at convenient times and do not go to places I go to
195	We in Wittering haven't had a bus service for quite a few years , makes it hard to go to the doctor or shopping if you don't have a car .
196	We do not have a bus service from folksworth/ Stilton to Peterborough/Yaxley/ Hampton. I feel this would really help our youngsters and elderly that do not have access to transport easily.
197	All the listed objectives are noble and reasonable (and obvious aspirations for a useful and sustainable bus service). No need for "tick-the-box" politically correct statements such as "that is

	inclusive" and "We want to create a more connected region, which will encourage active and sustainable travel, improve health and wellbeing and reduce private vehicle journeys." - these are general, obvious aspirations applying to all strategies and not needed to be stated.
198	I only use the connect service less as we don't have a regular bus service. If we did I'd use it rather than drive.
199	A vision is one thing, implementing it is another. I live in a rural area with very limited bus service. no bus service to transport the village children to school. No bus service to transport workers to and from work. Infrequent of no service to villages in area.
200	There needs to be a strong alternative to using the car, it needs to be more appealing than the car, for the good of the environment, congestion and making the area more liveable. Those who do to have access to a car need a good bus network so they are not excluded from activities
201	Accessibility and affordability combined with reduced traffic are great aims.
202	We are a secluded village and people live her with no ways of means of transport so are very limited. This village is in desperate need for a regular, reliable bus service.
203	We need a better bus service.
204	Would be brilliant to have a bus service back in are village
205	We just cannot keep on using cars they take up valuable space where children could be playing on estates! They are expensive to produce and run they are helping to poison the air we breathe and killing our planet everyone should be able to have a bus/ tram or train to use it's a very necessary service what a much better world we would have without most people using buses / public transport!
206	A major problem with using buses is the lack of timetables at bus stops. Woodenly confining them to web sites is not very helpful and the illuminated information boards at stops is not helpful if customers are not aware that a bus is due.
207	There isn't a bus service where I live
208	There needs to be better facilities for disabled people. Having read the strategy there doesn't appear to be any encouragement for infirm/disabled to use buses rather than their cars
209	I live in Wittering which is isolated between Stamford and Peterborough and needs a regular bus service running for people and families to be able to get out and about again.
210	I don't drive & I'm lucky I'm able to earn a living within walking distance of my home because the only bus in my village is a fairly unreliable CallConnect. When we had a regular bus route to the local towns I was independent & felt a part of the wider community. Now I'm simply isolated, as are many others. The Bus Strategy would improve our lot, as well as reducing congestion & pollution.
211	It's an essential part of achieving net zero.
212	I think if we could get more people to use public transport it would do the environment good. It also helps combat loneliness as it gets people out and talking to others so also helps mental health
213	We should ensure a wide network of bus services, especially in rural areas, to enable people to get about and to discourage reliance on cars.

214	I said "never" to the previous question "How often do you use a bus?" because we have no bus service in Castor & Ailsworth to use.
215	We don't have a regular bus service, so have to depend on availability of Call Connect.
216	Public transport is a must to save energy and to improve the lives of people now stranded in villages where bus services have been withdrawn.
217	We have no service at all so any bus service will be an improvement
218	I have put never as we do not have a bus service in Castor and Ailsworth our Peterborough to Stamford one was stopped during covid!!! I would use one if there was one
219	We stopped using the bus because it unreliable most days. The operator does not communicate either refusing to accept phone calls or failing to reply to emails. They also charge the same fare regardless of where you get on the bus; i.e, same fare from uppingham or castor into Peterborough.
220	As we have no service at the momentas a family we would love to see a bus reinstated for a greener more convenient way to travel
221	Villagers need a regular and reliable bus service
222	We need a bus service or more cars will be on the road and also it stops people going into City to shop with makes no sense at all
223	At the min the buses are not usable the only bus scheduled is one that picks the school Kids up so is a no go for other users as it's always full and very noisy ,. The ones you can pre book are rarely available and rarely have space for wheelchairs or prams ..
224	Less cars on the road
225	I I feel strongly that we need to preserve our environment and also wish to be less isolated ion Wittering.
226	it would just be good to be connected to the surrounding area
227	Firstly I haven't used bus service as much as I'd like because of lack of availability at times that I would like. But would appreciate regular services perhaps alongside a call connect option to be flexible. Need to reduce car use and provide community service especially for those more isolated.
228	No buses are provided to our village and so people struggle to be able to access services. I would volunteer within city but given high parking charges i dont. A bus service would offer an affordable way to access services and opportunities. Helps climate change also
229	I think there should be an easy to use, regular bus service to the villages for all ages. In Castor with the development of Woodlands there will be more low paid staff who need a cheap, reliable way if getting to and from work.
230	We need a useful comprehensive bus service especially from rural areas to the city for work . A regular service for morning commute and school times , at least hourly . If there is this service then it would be used but to be used it needs to be regular and easy to understand
231	I would love to use a bus
232	I support the aims of a comprehensive strategy. Living in a village with no bus service makes independence impossible for non drivers, the most vulnerable in the community
233	Many places such as Wittering have no bus service connecting them to their closest town ie Stamford and Peterborough forcing car use

234	My previous answer that I never use a bus is because we don't have one in Marholm. If we did I would use it.
235	HAVING NO REGULAR BUS SERVICE AT ALL ONE IS TOTALLY RELIANT ON THE CAR WHICH IS AGAINST THE POLICY OF REDUCING MOTOR TRAFFIC IN THE CITY,
236	Need to reconnect villages better to the town to provide an alternative to driving and reduce carbon
237	The rural focus on on-demand buses is concerning if not also part of a peak-time scheduled services for the same areas.
238	I doubt that it will address the fact that there's no bus service for me to use despite living only 6 miles from central Peterborough. I have no choice but to drive even though I would prefer not to. My neighbours are in the same position and one even moved to Bourne a couple of years ago for this very reason
239	Some consideration needs to be given to the times at which buses run.
240	Wittering does not have a bus service!
241	public transport involving buses is essential to the life of rural villages and reducing car transport
242	A good public transport is essential to ensure everyone's independence, affordability and environmental sustainability. My rural bus service was cancelled over 3 years ago leaving many villagers stranded and an increase in car use locally.
243	Don't use a bus as there are no buses in and out of Wittering. My 13 year old is trapped in the village.
244	It would be wonderful to have a bus service near my home and great to be able to rely less on a car for transport.
245	No buses to my village - why doesn't your previous question allow this to be clarified. Obvs I never use if you never provide.
246	Currently no bus service available. Option to use a bus service is not available
247	No bus service available. I use call connect but the journeys are not direct and take longer. Cannot be trusted to meet appointment times. Feel isolated and everyone assumes we have access to the internet. My daughter is assisting me to complete this survey.
248	We NEED a bus service to serve all residents & age groups in the village.
249	I have put I never use a bus service from our village to town is that we DONT have a service at all and haven't had one for a number of years . If we had one I would use it at least once a week . We are being forced to use our own vehicles which causes masses of pollution.
250	Our village has no bus service, no shop and no cash machine. We are virtually cut off and we only live about 3 or 4 miles from Peterborough. Why is nobody willing to help us?
251	My village and the villages of my wider family now have no bus services at all. However I have detailed that I catch buses several times per week which I do but normally over in Norfolk where I now choose to spend my money when shopping and on leisure activities where they have buses available every 15 mins

252	I am in agreement with this strategy, however for most people with cars they like the comfort, safety and convenience, and no matter how good the bus service car drivers in the rural areas around Peterborough are unlikely to switch. Also if you do your weekly shop by car you are unlikely to be able to carry that all on a bus. This is a difficult thing to address, how do we get people out of cars and onto public transport.
253	Anything project which reduces carbon emissions is good. Any project which puts passengers first is good. Franchising seems to be good way of freeing Cambs from the Stagecoach stranglehold. A project which achieves its present well described goals without reduction or revision is good. would use a bus more often if I could rely on the vehicle actually arriving and if I could actually understand the timetable. We have a Ukrainian guest. Helping her to work out which bus gets her to Bar Hill from Oakington has been a complete nightmare. Buses often don't run to time and she has long cold waits. A bus driver shortchanged her and was rude. Stagecoach has still not replied to my complaint lodged in November 2022. Any thing you do has got to be better than what presently purports to be a bus service. David Reeves
254	Without a regular reliable bus service I struggle to get into work in Ely and Uni in Cambridge from Chatteris which has no train station. The disrupted Stagecoach service impacted on my job and education!
255	The Vision/strategy is aspirational and we need to see more detail. Ten years ago (2013), Swaffham Bulbeck had a great service and that has eroded to what the strategy wants to resurrect now.
256	It's difficult to see how anyone could disagree. The problem is turning wishes into reality.
257	The vision is fine but how much of it is affordable and achievable? You have to get the basics right first, such as good information at bus stations and bus stops, and at the moment even this is not being done so you are starting from a very low starting point.
258	As a regular bus user I agree with the content of the overall Vision as outlined but a full strategy must include far more imaginative and innovative ideas to solve the bus problems in Cambridgeshire towns and cities during rush hours.
259	more regular buses connecting all the rural areas are good
260	some bits are fine- i think more reliable and frequent busses are more important than faster routes. i think each village should at least have hourly busses during working hours so people can use busses to get to work
261	There isn't a bus where we are so to expand the bus network would be highly beneficial to us!
262	I answered that I never use the bus but that's because there isn't one. If there were I would use it regularly to go into town both during the day, evening and to get to the station. There are many older people in our village who can't drive and have no way of getting to the shops easily.
263	Need to look at smaller buses rural areas so that actually have buses. It can't be economically viable to have a 44 seater bus carrying 3 passengers.
264	I always took the bus into Peterborough and return but our bus service was cancelled several years ago and now I have to travel by car to Peterborough.

265	I agree with your vision but it will never work. Residents are disillusioned with the bus service in our area. Our village has a 20 min walk to the nearest bus stop, this route citi4 was taken away from us by stage coach and only returned when there was increased funding. Stagecoach now supply unreliable and mostly cancelled bus service. Why would I not use my car and use the bus ??
266	Lots of words making up a nice to read word salad but the ground reality is it took me more than an hour by bus when car takes 20 mins!
267	Coordinated bus routes and timetabling so east west and north south journeys are possible
268	I don't agree with the statement, but I do align with it. It would be nice to have a convenient, easy to use, reliable and good value for money, service that is an alternative to the car.
269	I think the document needs to be considered as a public transport strategy, acknowledging the role of other forms of public transport (Taxi, community transport, DRT and Rail) as a system of transport to enable access and connect people with the activities they need to undertake. The document needs to draw together the non service aspects (event if delivered by others partners) such as route and interchange infrastructure, information and data, I don't think the documents provides the evidence and the baseline data to support people to live their lives.
270	franchising essential. Easy to use, clean, reliable essential
271	Unachievable, wishful, unaffordable, nonsense
272	The only way to reduce traffic along the A14 corridor is regular and rapid transport between Peterborough, Huntingdon and Cambridge. The guided buses actually take far longer than sitting in your car on the A14. Buses are simply not the solution - they might be fine for transport within/between villages but are pointless between larger towns or cities of Cambridgeshire.
273	With an ageing population and, thanks to Brexit, a shortage of EU bus drivers I struggle to understand how this strategy can be delivered in practice.
274	I have said for many years that a more frequent, more reliable service will attract more passengers; instead services have been cut and become unreliable, i was once told that Little Paxton did not need a better bus service as everyone there had 2 cars. I did not have access to a car. By getting a lift or walking to St Neots i could catch the bus to Cambridge and onward to Bar Hill to visit family - untli those buses aslo were changed, and now I get a lift the whole way to Bar Hill or use a taxi. Many St Neots folk tell me they would travel a lot more on the bus (to Little Paxton events, to Hinichingbrooke hospital for example) but the buses are so unreliable they dont even try.
275	Your funding model is flawed . You have made a shambles of ting then Stagecoach then you want to use them again. Congestion charge for nhs staff and patients is abhorrent
276	I;m not looking for a faster service, just one that is local and reliable. I live over a mile from our nearest bus stop. In Hardwick there are no buses through the village, only on St Neots Road. I'm looking to be able to get to Addenbrookes, City Centre, nearest local village of Comberton for the doctors and to Cambourne for shopping

277	It has been my opinion for a long time that we all need to use public transport as much as possible but it needs to be cheap, reliable and efficient to attract passengers.
278	Needs better bus service to villages only two buses a day where I live makes it impossible for people to use public transport.
279	While I strongly agree with the Vision I believe that it is incompatible with CPCA's current Bus Strategy, which demonstrates a lack of effective Partnership with bus operators, and an absence of a strategy for Bus Information
280	Clearly this is the way forward for any city as long as such an efficient integrated, cheap to use service can actually be achieved.
281	In order to encourage more people to use the bus service it has to be reliable frequent and quick for example were the 66 bus st neots to huntingdon runs once an hour and takes an hour a car takes 20 minutes.
282	It says all of the right things, but I have no confidence in the governance infrastructure, legal powers, or revenue raising powers that the CPCA will be able to deliver on that vision.
283	Bus Network is OK. No change needed. You can't integrate it with anything else - In Peterborough it's a complete nightmare to get buses near to the station. Fares have to be realistic or routes will be unsustainable. No need for new buses. Bus maps are best form of making it understandable. Buses can't go any faster in heavy traffic & Peterborough roads are not wide enough for priority lanes or other measures - far more trouble than they're worth. High quality passenger waiting facilities?? Desperately needed but PCC won't do anything about that. You can only double the passengers if you allocate more buses at peak times. Car users won't swap. I have no faith in Peterborough creating better bus stops or improving information. PCC doesn't care about bus passengers because they're not users or drivers. PCC regularly ignores public opinion. I'm an ex-bus driver - drivers need to be involved in this so that improvements are based on realistic goals and current conditions. Theory is no use - experience, knowledge and understanding are what matter.
284	More buses and routes from my village would be outstanding.
285	Make sure disabled people are included properly in proceedings
286	On the previous page I entered I hardly ever use the bus service - the reason for this there are hardly any busses to use. If I want to return from March and or Ely I have to do so vey early
287	I cannot walk as far as my nearest bus stop
288	The buses MUST be controlled by the county or the combined partnership or the GCP or something, whether it be through franchising or otherwise. Private companies should not be determining the levels of service because people are unable to make long terms plans around companies with short term vision.
289	If buses were better at serving more areas and reliably providing faster service, many more, like me, would use buses.
290	This vision is far from current reality
291	I do not drive and have no alternative means of travel which I rely on to get to work. At present this is not working well and there is vast room for improvement.

292	It would be great to have a regular service so that you don't have to wait for ages for a bus. More than one an hour would be great, Also greater coverage of the region with timetables that enable you to get somewhere and return easily.
293	As we age, we become more reliant on buses. Also, it saves us petrol.
294	Buses aren't reliable enough and take too long to get to your destination
295	To many cancellations at present if the idea to implement this happens then it might work but I do have reservations
296	Current provision is not fit for purpose, relying on commercial providers "cherry picking" the routes that will make them money (either through passenger numbers or subsidies). The largest of these commercial providers continues to argue that passenger numbers have fallen since the pandemic, without acknowledging that their own services have not resumed pre-pandemic levels. There is currently no incentive for anyone to swap from travelling by car to travelling by bus. For example, one day a week I do my commute to work by car and it takes 25 minutes. Four days a week, I do the same commute by bus and it can take between 45 minutes (if both buses run to time and I run between bus stops) and 1 hour 10 minutes.
297	The limited bus service we have in our village is totally inadequate. I would use buses more often if we had a service which serves the needs of the village and which I could rely on.
298	There are hundreds of reasons to improve public transport, all are well documented. The big problem is how to persuade car users to change to bus and train. It's chicken and egg in my view, and it will take a long time to convert. The hot potato in the plan just now is the congestion charge proposal. It has seriously upset a lot of people. Of course a decent bus network must be funded and I strongly believe this is a central government responsibility. This applies to any brand of political governance. Publicity, promotion, comfort, reliability, convenience.
299	I score less than the maximum as the vision also needs to minimise the number of connections - for instance, it is unattractive to travel from Girton to the train station if one knows that it involves a change of bus in town - if I was certain that my connection would be less than 10 min wait, I would not mind, but what are the chances. I also regularly travel from Girton to Addenbrooks and Girton to Histon and both of these also involve a change of bus - very unattractive
300	It covers most of the current problems. One important point that is not clearly made, is the IMPORTANCE of a full seven day service. Households may not need two or more cars, but will not get rid of un-necessary cars if the bus service cannot provide the same availability at ALL times as a car.
301	More emphasis is needed on connecting people to places of work but also study especially from rural areas and across cities
302	Not enough focus on disabled/chronically ill/older/parent users

303	<p>This strategy should be more ambitious.</p> <p>Doubling bus passengers by 2030 sounds unambitious given the recent cuts, the impacts of the pandemic and the reduction of car miles required by that date (15%).</p> <p>In order for this vision to be achievable the Cambridgeshire and Peterborough Combined Authority will need to bring buses back under public control. This should be explicitly explained in the vision.</p> <p>“Transitioning to new, low emission vehicles, providing all the benefits of modern bus travel” sounds weak compared to the strategies in other cities. For comparison, the vision for the West Midlands says: “A world-class integrated, reliable, zero emission transport system providing inclusive travel for all”. Cambridgeshire’s bus strategy should be at least as good as other places.</p> <p>The strategy also fails to adequately integrate with other local travel strategies.</p> <p>This vision should include everything listed as well as: There must be safe, speedy and accessible pedestrian movement between bus stops and between buses and other transport modes e.g. trains. All stops should be connected to a footway which is suitable for use by passengers using wheelchairs or other mobility aids. All stops should display printed timetable and key fare information and a location-named bus stop flag with the phrase ‘Towards [key destination(s)]’. Wherever possible a shelter, with seating, lighting, and timetable and real-time bus information should be provided. Key edge-of-town and edge-of-village locations should be developed as ‘travel hubs’ with secure cycle-parking facilities and interchange facilities with demand-responsive transport. Reliable bus services that users can trust. In addition the aspiration of “Buses are part of a fully integrated and planned transport system.” should explicitly mention cycling and walking including safe routes to bus stops and secure, accessible cycle parking.</p>
304	<p>It is all well and good to have this vision. For me one simple bus to get into to Cambridge would be my vision. At the moment I am unable to get into Cambridge or indeed any local town without driving , parking somewhere and then getting a bus. I usually use the Park & ride .It is unlikely that the se of cars will be zero and there needs to be travel hubs with AMPLE parking.</p>
305	<p>The strategy doesn’t include any elements that relate to making bus transport more accessible to wheelchair users or people with children and pushchairs. It also aspires to low emissions but doesn’t say by when, and how it can be achieved. Additional buses on the road will increase congestion on busy roads, because the strategy cannot guarantee that people will drive less. It doesn’t mention additional stops on routes, or internet availability</p>
306	<p>To help reduce traffic in the city. To speed up travel. To make it cheap/affordable.</p>

307	I am well over 65 years old with a bus pass and have virtually all my life advocated this strategy. We need better quality operators, with the exception of Stagecoach virtually all operators are coach firm companies who ventured into school services with their ancient vehicles. We also require our local authorities to operate their own buses.
308	I would appreciate low emission buses and better bus connections between villages around Cambridge. I'm unlikely to change my habit of walking or cycling around Cambridge city and am unlikely to increase my minimal bus use.
309	The objective of delivering a frequent and reliable bus route would provide me with a viable means on commuting to and from work.
310	I agree in theory, but do not believe you are proposing the right changes to enable this to happen
311	I have a bus pass so use buses whenever convenient so it is in my interest to have a good service.
312	We need regular alternatives to private cars, if the present services are inadequate and unreliable, so one finds them too difficult to use, especially when one needs to be somewhere at a set time. The return journey is not guaranteed to turn up potentially leaving passengers stranded .
313	Not ambitious enough. Needs to explicitly state that buses need to be brought under the control of the combined authority through franchising, as is done in London and is now being done in Manchester. You do not mention mobility impaired disabled people at all here. They are significantly affected through vehicle choice and should be front and centre in your strategy as people vulnerable to being left stranded without transport that meets their needs.
314	I am responding on behalf of TTP plc in support of the Combined Authorities draft bus strategy. TTP plc is part of the TTP Group which has been resident in the village of Melbourn since its formation 36 years ago. TTP plc currently employ 320 people and are expanding onto a new development adjacent to the Melbourn Science Park formerly owned by TTP but now in the ownership of Bruntwood SciTech. The development to be known as The TTP Campus will be handed over in March 2023. Some 340 staff will be moving into the building and the objective is to increase the headcount to 426 before April 2026, with several subsidiary companies remaining on the Science Park. I appreciate that your consultation is directed towards key strategic aims rather than granular issues. I have provided a specific response as a business as I believe that answers will have wider application. A Travel Study undertaken for TTP in 2018 and refreshed in September 2021 in support of a planning application for the development of the TTP Campus identified that 90% of staff lived outside the village of Melbourn. The Survey identified 33% of staff lived elsewhere in South Cambridgeshire and a further 15% in Cambridge itself. The bulk of the remainder live in North Hertfordshire. TTP is targeting a provisional target of a 5% reduction in the overall peak period car borne traffic within 5 years with a corresponding increase in use of public transport and other reduction measures. This target will be reviewed

	<p>following a baseline travel survey to be undertaken following occupation. TTP has undertaken to promote the use of public transport including local bus routes along Cambridge Road as an alternative to private car use and committed £136,435 towards improving connectivity to public transport and a further £108,059 on upgrading two bus stops on Cambridge Road along with a commuted maintenance payment.</p> <p>A range of measures were proposed in this Travel Plan to seek to reduce car use associated with the development, including promoting bus use which did not register as a primary means of travelling to work with the need for a frequent and reliable bus service connecting to where people want to go be it where people live or a transport hub. Connectivity and a comprehensive network providing a direct connection is a key consideration. The Survey indicated interest in connectivity to rail stations.</p>
315	<p>In urban areas having a fast, frequent, reliable and affordable bus service is key. I would like to see simple flat rate fares with tickets interchangeable across operators. In Peterborough in 2004, Stagecoach introduced ten minute frequencies in much of urban Peterborough, which meant that people did not need to have a timetable but could just turn up at the bus stop....this produced a big increase in passenger numbers at the time.</p>
316	<p>Bus service needs to be reliable, To be easy to get information without needing internet or smartphone, because partially sighted people cannot use them.</p>
317	<p>Busses to enable those living in rural and semi-rural areas to attend flexible work shifts at a variety of locations across the wider county/UA areas</p>
318	<p>Just forget the new strategy. Just ensure that the current timetables are realistic with all buses on time and not cancelled without notice.</p>
319	<p>"A doubling of bus passengers (based on 2019/20 levels) by 2030"</p> <p>This is unachievable, we live in county of small villages, if a "A comprehensive bus network, better connecting people to places across all parts of the region and beyond" and "A more understandable bus network, services and fares, with clear information and easy ticketing" were true with the above, it would be impossible.</p> <p>My village currently has no bus, no shop, no post office, no pub, no recreation ground.... the bus would only be serving to ferry a handful of people about, therefore it would be likely 90% of the time not be collecting or dropping anyone off, and then we all know what happens, the route gets cancelled or prices go sky high. So, a car is the only alternative.</p>
320	<p>I feel like the strategy is a good start. However, I feel the lack of focus on cross county travel outside the new routes will not help in the reduction of traffic on some main routes in more rural areas especially fenland.</p>
321	<p>I agree with the Bus Strategy Vision but believe that it is incompatible with CPCA's current Bus Strategy, which demonstrates a lack of effective Partnership with bus operators, and an absence of a strategy for Bus Information</p>

322	<p>While the use of fossil fuel based and harmful emissions spewing out from the exhausts of idling and non-idling to power buses around Cambridgeshire, I will use them as infrequently as possible, and instead use my much cleaner EV. I hate standing at bus stops with my small children breathing in idling diesel engine bus fumes.</p> <p>I do however understand and support the need to reduce congestion: one of the main points and positive elements of bus use. Just a shame the buses are so bad from a climate and air quality perspective.</p> <p>I see from the strategy EV buses are coming in, but this is not fast enough.</p>
323	Tf we had a service we could rely on we would use the buses more often
324	We have to cut down on the use of cars global warming, pollution and waste of time caused by congestion are all reasons
325	Given the hotchpotch patch of bus operators in this area and they are mostly small operators who historically tend to be bought out by a larger operator it is difficult to see how this can be achieved
326	Seems like a fantasy, a fairytale
327	Services are being reduced in rural areas or are so bad it makes public transport non viable. Buses are not disabled friendly, in the past I have often been left standing or struggling. It's not efficient as a method of transport.
328	Better connected services are required in Peterborough - more linked "circular" routes needed to avoid having to make trips in/out of the city centre.
329	It does not better connect people, to get to other places thorough the city houhsvr to go into town first and change eg to get from Hampton to cardea, have to go into town to come back out again
330	I agree but depends on how it's implemented
331	<p>I disagree with a 'congestion charge' or what is actually a car user charge paying for buses. If buses are reliable, access villages and locations not served or poorly served by bus services and provide value for money fares then buses are more likely to be used rather than cars.</p> <p>This is what happens in many countries with a good bus service for the public. Perhaps some research of other countries would be a useful exercise for the combined authority.</p>
332	A convenient, regular, inexpensive bus service is vital to improving transport throughout Cambridge city and the region generally which will in turn improve traffic congestion and air quality. The public needs to be able rely on buses throughout the day, from early morning to late evening so that taking public transport is the obvious choice for their journeys.
333	Priority and expansion of busways
334	Essential to have viable bus connection to nearest main village for access to doctors, shop etc

335	<p>The vision shows that there will not be a service in Horningsea village. Horningsea Parish Council does not agree with this approach. A regular service through Hornignsea Village can achieve the following:</p> <ol style="list-style-type: none"> 1. Reduced car traffic through the village. Horningsea suffers from accidents, lots of traffic and speeding through the village. Predominantly because the road from Waterbeach to Fen Ditton and on to East Cambridge and Addenbrookes does not currently have a bus service. Buses from Waterbeach currently only use the A10 to milto0n into Cambridge. This is a major oversight and leads to people from Ely and Waterbeach choosing to come through Horningsea in their cars. A split service from Waterbeach with buses going through Horningsea will be extremely important. Especially with Waterbeach New Town being developed and the prediction that a lot of NHS staff will have to get from Waterbeach to Addenbrookes. 2. Better connectivity for residents. Horningsea is a village of commuters. Children need to get to primary schools, secondary schools and sixth form schools, adults travel to work. Everyone has to travel to other areas for their shopping, visiting doctors etc. There are no amenities in the village. A bus service is vital for a village like Horningsea and setting up a regular route (one bus per 30 minutes in either direction) would mean that people can get to and from the village without having to rely on their cars. <p>An on-demand service will not be enough.</p>
336	Aims seem to overlook speaking directly to communities to find out what the key activities they want to reach are. There is an assumption that everyone wants to get to the city centre when they may also want to reach other areas of the city for school, medical care, station or work.
337	Bus stops and in particular Peterborough Queensgate bus station should be maintained and cleaned to a much higher standard.
338	A better service of public transport helps the economy as people will go out and also will attract business
339	It seems to have a rather weak commitment to franchising, which is clearly what needs to happen here (and across the country of course!).
340	I agree with this plan but I do not believe that you will be able to realize any of your goals until you attract more people to the profession of bus driver. You can buy twice more, brand new electric luxury buses, build wide roads, bus stops etc. but who will drive them? What is your plan to bring more people to this unattractive trade?
341	New Ely city service brilliant (Stephenson's), but how do we get to Cambridge on the bus??
342	I think we should look to stringing electrical wire so that we can use trolley busses with small batteries and pave the way for a tram system.
343	Buses need to be brought back under public control to achieve real change.
344	I don't use buses because so far I am able to use by bike, and on occasion a car to support my disabled daughter. However i fully support a strong bus strategy for those who cannot use bicycles or e-bikes as a convincing alternative to cars
345	I still use my bicycle a great deal for shorter journeys, but would prefer sometimes to take a bus, especially when I wish to transport my dog. I would

	like more bicycle routes which are not crowded with cars and more buses so that they are there when I need them.
346	The vision is good but will it be implemented?
347	Living Streets has opted for an 'agree' response as the vision does not focus on safe, speedy and accessible pedestrian movement between bus stops and between buses and other transport modes e.g. trains. Public transport users are likely to have shopping, luggage, child buggies, accompanying children; a significant proportion will be older, more infirm or wheelchair users. Ensuring that such users feel assured that there is easy and safe passage to, from between bus stops and other transport modes is central to persuading people to 'trust the bus'. In addition, access to bus stops, safe shelter at stops, accurate timetables and information on changes are all seen by our members as essential to make bus travel easy for pedestrians accessing bus services.
348	The roads in Cambridgeshire are small, with limited parking space. It makes most sense to use the public transport where possible. But parts of Cambridge are still not directly connected. For example, only ONE bus offers direct connectivity to the train station from CB1 (which is also unreliable).
349	Instead of investing exclusively in cycle lanes (only of use to people who live in Cambridge), more thought is needed on how people from outside can access Cambridge quickly.
350	The reason I hardly ever use buses is that they are unreliable, expensive, and slow. If that changed, I'd probably use them really often instead of driving.
351	Buses should play a key part in car traffic reduction. Vital for increasing bus take-up is a vast improvement in information to potential travellers.
352	I agree with the principles of it and what it's trying to achieve but I don't think it will work in reality. In the village I currently live there used to be 4 buses an hour and they would extend late into the night. Prior to covid (it was unrelated to it) the buses were cut by half and the 'faster' service was removed from the timetable. At that time buses became unreliable and I'd often wait for a bus for it not to show up. Fewer people were getting the buses even in 2018. Real time info is great if it works but often there are ghost buses which don't turn up Buses take longer that it does to drive due to wait times and them not taking a direct route. The parking charges in town are the biggest deterrent to driving into town, why aren't you looking at parking levies for companies?
353	This is the healthier greener option, reducing pollution and the area's carbon footprint.
354	Currently, bus services aren't at all reliable. I would like to see a commitment to bringing the services under public control spelled out in the strategy. For numbers using the buses to increase significantly, users need to know they can rely on the service and that it is run for the public good by a local authority. I've also been made aware that this strategy had weaker goals than some areas. (W. Mids is a good example of one with strong goals. ""A

	world-class integrated, reliable, zero emission transport system providing inclusive travel for all".)
355	The strategy is good but not ambitious enough. In order to deliver even the goals set out, the bus network will need to be publicly owned. This is not stated and should be a goal in the strategy in order for it to be operated in the most strategic manner.
356	Important that buses will part of a fully integrated and planned transport system. I don't see why tram services in Cambridge and Peterborough could not be laid on. Given the lamentable performance of the private sector, this strategy needs to adopt franchising. A 2030 target for passenger numbers is all well and good but we frequently see this long-term targets forgotten so recommend additional shorter term targets to keep on track.
357	We have a daughter with a severe mobility issue, and using buses today is very difficult for her. I would like to see a more ambitious agenda in terms of access for people with disabilities: A clear commitment to more accessible bus stops, including wheelchair-accessible pathways to all stops and wherever possible covered seating with a reserved seat for people with disabilities, as well as more accessible buses.
358	Priorities should be reliable services, operating from very early morning to late evenings. Fare structure should be easy to understand but should be realistic to reflect the service offered.
359	A bit vague. More specifics required. Yes, buses are good but what are we actually going to do to nudge drivers, including me, of of our cars. Car travel is too convenient and cheap as compared to public transport.
360	A good vision but I simply don't trust this to be implemented. From people who use buses regularly now, I know how badly run the companies are and how they often cheat the systems in place.
361	It should be more ambitious.
362	It's good but not enough! I feel that only looking to double bus passengers by 2030 sounds unambitious given the recent cuts, the impacts of the pandemic and the reduction of car miles required by that date (15%). In order for this vision to be achievable the Cambridgeshire and Peterborough Combined Authority will need to bring buses back under public control. The strategy also fails to adequately integrate with other local travel strategies - making sure that it is all accessible, easy to use, reliable and efficient. In addition the aspiration of "Buses are part of a fully integrated and planned transport system" should explicitly mention cycling and walking including safe routes to bus stops and secure, accessible cycle parking.
363	It's good, but not ambitious enough. Doubling passenger numbers by 2030 in the context of cuts and covid is not good enough. Much higher bus use must be achieved to cut car miles and reduce emissions and congestion. The overall aim should be more strongly stated, an inclusive zero emissions transport system is required, we need to be bold in making this aim front and centre in order to get anywhere close to it.

	I'm also concerned it won't effectively integrate with neighbouring regions and other transport modes. For example, ensuring cycle parking and safe paths are linked in effectively.
364	It is a mess - you fail to offer transport security (our family has ben severely affected by the sudden collapse of nearly all bus services in October 2022); and you dont highlight that the current proposals for new busways savage green verges and reduce trees in the city that currently lie along the verges of our streets.
365	Cars are horrendous in Cambridge with new builds being put up as quickly that they are. We need to be on top of more effective ways of travel affordable and sustainable.
366	It's based on a disgusting car tax grab
367	I need buses that do not waste my time: journey times comparable with car, service frequent enough that I don't have to plan ahead (i.e. 4/hour or more). My time is far more valuable than a cheap bus fare, so service that runs rapidly and punctually, and is available evenings and weekends, is more important than cost.
368	I finally found the "road charging measures" hidden away on page 13 bottom of your bus strategy document. I would imagine that should be right at the front, seeing that virtually all of Cambridge is against the "road user charge" and businesses will leave in droves if it comes. If that's how you plan to finance the buses, then it's a no from most people
369	Alternativity to cars should be about busses being a more ATTRACTIVE option if there is choice to use personal vehicle or a bus. Bus services should not be treated reductively as a viable alternative in all scenarios (i.e. a bulk shopping trip for a large family where transporting things back would be very difficult). Busses should not be funded by punishing car use via a congestion charge as a central model
370	Anyone can have a vision. This does not mean support for the congestion charge.
371	The vision is fine so far as it goes, but it doesn't go all that far. 'Doubling from 2019' is not very ambitions given current low usage and the dramatic modal shift needed to meet our emissions reductions goals. I'm not convinced that significant improvements can be acheived without franchising, and that is not explicitly in the strategy. It should be. Public, real-time and historic, open data availability should be part of the vision. This is a vital enabling technology allowing standarised software/user experience for status, routing, and analysis. Other successful transport operators have provided this, and it's been important.
372	If we had a decent, reliable and affordable bus service I would use it a lot more rather than driving through the city
373	Inconvenience, cost, time consuming
374	I don't think it's achievable

375	To include surrounding areas and villages to the city as well. Nobody should be isolated because of a poor service
376	There will never be a bus service suitable for all situations. Eg, if carrying large bulky items, if I'm needing to take my cats to the vets, if I'm on time restraints as a bus doesn't take a direct route. It's unrealistic and outdated to think that buses is a desired way of travel. I don't mind buses when it's the right option for my journey. When carrying a sewing machine and overlocker and sewing equipment, it is not an option.
377	I cannot use the bus due to a health condition. Too many stops. Cars are still needed by some people.
378	I agree with the vision of improving public transport, which currently is awful in Cambridge. What I don't agree with is charging and additional tax to support something that should be already paid with our taxes and bus fares
379	All proposed changes are against a man, a resident of Cambridge. The demands of the plan are practically impossible to meet. After the introduction of CC, we, the inhabitants, will be left with nothing. There will be neither buses nor cars. Every change so far is for the worse - and this plan has no right to succeed, I am against these changes.
380	It fails to address what individuals actually want to do, which is getting directly to an enormous variety of places, very often carrying stuff which is too heavy or bulky to carry and cannot be taken on buses. It also fails to address what happens if a bus arrives at a stop and is already full.
381	It's hard not to agree with the sentiment. However for the lower paid workers, who have to commute to the city where bus or train is not an option as result of timing or cost, travelling by car is the only option. Centring the whole transport of Cambridge around buses seems neglect the fact that for many travelling by bus is not practical, in terms of the time it adds to a journey or the inconvenience of it.
382	new busways look should not remove any of the city's trees nor pave/tarmac over grass verges.
383	if you want us older ones to give up our cars drop the bus pass age down to 60
384	Taking up too much of the road network by reducing the space for cars, buses currently you up, even if on my bike. Never show up on time and cancelled. That's why I don't use them
385	I reserve judgment if the vision becomes reality.
386	Bus journeys are on fixed routes. We can get where we want to go, in our car, in total privacy, on time and cheaply. We are not mobile enough to use a bus, are you going to penalise us for not wanting to use your very inefficient bus system?
387	If Cambridge is to function efficiently, allowing deliveries and service providers to move around on uncontested highways, then the number of discretionary private car journeys has to be curtailed, and a comprehensive bus service, integrated with other forms of transport, is the solution.
388	We have 1 bus a week to Camborne, that's it. Where are you going to find all these new bus drivers with a 4000 shortage. Never going to happen in my area.
389	We need a good reliable bus service, for too long we haven't had this

390	Talks cheap Money buys the whiskey. Taxing residents for congestion into cambridge is not the answer. I fear Parts of rural NW Cambridgeshire will not see any benefits and will only be used as "cash cows" for other places
391	The buses need to be really reliable for people to change to using them. Traffic congestion and shortage of drivers have to be dealt with as they result in unreliable bus service.
392	We need more bus services including stagecoach Cambridge to Bury St Edmunds direct and to outlying villages
393	More frequent buses to more places means more people will use it, making it better for everyone and taking traffic off roads.
394	Better busses is nice but no congestion charge. Also light rail or similar would be better
395	<p>The goal to double passengers by 2030 does not sound very ambitious.</p> <p>In terms of integrating the bus service with other modes of transport, walking and cycling should explicitly be considered, e.g. safe walking routes to bus stops, certain "hub" stops where safe parking of bikes is possible, e.g. village edge</p> <p>Better provision of timetables/live updates at bus stops</p> <p>No mention is made of the system of ownership for the bus services - the vision should explicitly address bringing buses back into public control</p>
396	The "Region" is not one that needs to be connected. Cambridge is a totally different world to Peterborough.
397	A good public transport system is essential for a sustainable and productive city.
398	<p>The strategy document only mentions 'franchising' a couple of times, but this is a key element that I support.</p> <p>The document provides no figures for existing travel use, but an increase in bus use is probably a minimum to achieve a 15% reduction in car use (especially the unwise commitment to growth in the area)</p>
399	<p>At the present time, I can't rely on Buses. yesterday I came back from London via Cambridge North Station and although I knew there were no buses stopping along Milton Road, I stood and waited for the number 2. There was no info about the bus or where to wait. When 3 Busway B buses came at the same time I asked about the number 2 and was told the bus shelter had been moved. It took ages to find it stuck in the middle of wasteland without so much as a sign or a timetable. We waited 45 minutes with no bus (apparently something to do with a blockage in Chesterton?) and eventually walked home. Our journey from London on the train took just over an hour, our journey from Cambridge North took much longer. The buses need proper signage and regularity.</p> <p>We had spent 3 days in London travelling everywhere by bus and it really brought it home how bad our service is.</p>

400	<p>Overall, I agree with lots of points of the vision, but I cannot select Strongly Agree as the vision is not strong enough. It could be a world class bus service, rather than a "good quality" one.</p> <p>I agree that we need low-emissions to ensure that the service is responsive to our needs to address climate change. But this vision should go further than that, and outline a commitment to a zero carbon service.</p> <p>I think that the vision of the bus service should be informed by what the users of the service need, which needs to be determined by talking to a diverse group of people with a wide range of requirements. I don't see that reflected in the vision. I think including this in the vision would help to foster trust with the future users of the service that their needs will be met.</p>
401	<p>Living in rural villages (in my case barely outside of the city), my children need a reliable route to school. Till 16 they have school buses for 6th form the service has been cut so they will not be able to stay at their school.</p>
402	<p>1) Our population is too widespread to support your vision. 2) Buses cannot get to locations in our Cities as many of our roads have deliberately blocked by your Councils. 3) Why should people who do not have cars think they should travel for free while car owners pay 70p per mile. 4) You cannot provide enough buses and routes to satisfy users. 5) Your plans are flawed as you have no evidence that Cambridgeshire has an air quality problem.</p>
403	<p>This strategy should be more ambitious. Doubling bus passengers by 2030 sounds unambitious given the recent cuts, the impacts of the pandemic and the reduction of car miles required by that date (15%). In order for this vision to be achievable the Cambridgeshire and Peterborough Combined Authority will need to bring buses back under public control. This should be explicitly explained in the vision. "Transitioning to new, low emission vehicles, providing all the benefits of modern bus travel" sounds weak compared to the strategies in other cities. For comparison, the vision for the West Midlands says: "A world-class integrated, reliable, zero emission transport system providing inclusive travel for all". Cambridgeshire's bus strategy should be at least as good as other places. The strategy also fails to adequately integrate with other local travel strategies. This vision should include everything listed as well as:</p> <ul style="list-style-type: none"> • There must be safe, speedy and accessible pedestrian movement between bus stops and between buses and other transport modes e.g. trains. All stops should be connected to a footway, suitable for use by passengers using wheelchairs or other mobility aids; • All stops should display real-time timetable and key fare information and a location-named bus stop flag with the phrase 'Towards [key destination(s)]'. • Wherever possible a shelter, with seating and lighting should be provided. • Key edge-of-town and edge-of-village locations should be developed as 'travel hubs' with secure cycle-parking and interchange facilities with demand-responsive transport. • Reliable bus services that users can trust are required.

	<ul style="list-style-type: none"> Buses must be fully accessible for all kinds of disabilities and be able to accommodate multiple wheelchairs. In addition the aspiration of “Buses are part of a fully integrated and planned transport system” should explicitly mention cycling and walking including safe routes to bus stops and secure, accessible cycle parking.
404	<p>it is based on wish fulfilment and does not excuse current failure. Most of the goals are do-able already. But none have been achieved.</p> <p>What is stopping the CA now having clean buses, nice bus shelters, on time information?</p> <p>The current Mayor has shown no leadership or ability. It was a bad decision to undo the rail or alternative visionary transport option with tunnels, from the previous mayor. I have no confidence or Trust this CA leadership can deliver a thing better.</p> <p>You have had years to make small changes that would not cost much (Like providing bus shelters or a map) but its all being put into waiting for this fantasy future. At Grotesque cost to Councils and the tax payer. I am not impressed.</p>
405	Busses pollute more than cars. Why aren't there alternatives being offered—especially within city centres?
406	Better public transport is essential for quality of life, as well as environmental and economic reasons. If the combined authority can create a bus network that's extensive, reliable, frequent, fast, and affordable, then many people will switch to using the bus.
407	It is easy to use all these positive words but the reality is the delivery and I have yet to be convinced that will happen
408	Have you thought of the impact for disabled, elders, families with young children?
409	<p>If any trees or grass verges need to be removed to makeway for new busways, new trees etc. must be planted to keep biodiversity thriving.</p> <p>Routes need to be considered carefully and should not take more than 20 mins (in good traffic) to get from A to B if only a few mile journey.</p>
410	I think bus franchising WILL be a requirement to achieve the aims
411	<p>The charge will disadvantage those with low income.</p> <p>Could impact on those supporting family members where bus travel not viable.</p> <p>An infringement of our freedom.</p> <p>Will ruin city centre and cause shops to move to outskirts of city.</p> <p>Weekly shop impossible by bus.</p>
412	this is unachievable in the current economic situation. you can't even hire enough bus drivers, nobody wants this job.
413	Buses are unreliable. So many get cancelled. I can't get a bus to the school I work at for 8am. two buses that will take over 90 minutes. I have children at home so can't leave that early. There's no way you can convince us of a service to help all. It's unrealistic,

414	I cannot recommend a 'Strongly Agree' response as the proposed vision is too limited. Although doubling bus passengers by 2030 sounds ambitious, it is taking the baseline for this proposal from a time frame that includes lock-down from the pandemic and an already unreasonably reduced bus service. This in combination with the current population growth rate in the area, and the dramatic reduction in use of cars by local residents that will be imposed by the intended low emission zone appears insufficient. In addition to make this plan viable and sustainable, the bus systems must be brought back under public control, rather than left to companies that have profit as their primary motivation and little to no public accountability. We also need to have consideration in this plan for safe and appropriate pedestrian and cycle routes that compliment the bus plans, as busses are not a viable solution for some people (e.g. people that need to be able to move quickly between local sites for work, people that get motion sickness, have challenges with crowds or enclosed spaces).
415	Light rail, or very light rail, as being developed in Coventry, would be a much more appropriate mass transit system for Cambridge. See the proposals of Dr Colin Harris of Connect Cambridge for detail.
416	I think these aims are fine but a bit vague. I'd particularly like to know how you intend to attract car uses to buses - unfortunately I think that just making the buses better won't make people leave their cars at home and things like reducing parking in the city centre would have to be considered along with sustainable travel zone proposals. I think the GCP will need to take back control of buses to make any of these improvements, which should then be explicitly mentioned in the vision. Buses and bus routes should also be integrated with active travel strategies/routes and include secure bike parking.
417	I think everyone should have access to a good quality, reliable, affordable bus service. I would prefer to get the bus than drive but often I am forced to drive.
418	Would like to have alternative transportation like tram, mono rail
419	I would much prefer to use the bus than my car, but I don't because it is unreliable. Make the buses reliable and I will use them.
420	Some elements are commendable, however for some areas buses are not the only solution
421	I live in a village. We are never going to have a bus service every 5 minutes that takes us to wherever we want to go. It is always going to be far quicker, easier, & more convenient to use a car & people living in rural locations accept this.

422	<p>'Vision...' is certainly what this car-jammed city needs. It's a bit wishy-washy but is in the right direction.</p> <p>We spent some time with relatives in Munich: one payment card for buses, trams, underground and overground transport - lovely! All worked well with timetables that one could rely on - and of course the city transport system is NOT in private hands.</p> <p>One</p>
423	<p>I think the vision and ideas are good but in reality, people are not going to easily move to buses. They are very limited in size and comfort compared to rail and tram systems and are not very reliable for frequency. They also come with a lot of baggage in their perception. The last time I was using buses was from Oakington on the busway and the buses were rammed and uncomfortable. I don't really see this changing.</p> <p>The congestion charge is what will be the main reason people will look to alternative means of transport and guess what, it will hit the poorest. Can you see those taking kids to private schools, or highly paid doctors getting buses rather than paying a charge? No. So it will be those with less money who suffer.</p> <p>You should be looking at a reliable tram system that takes over the busway and goes to all of the main sites. I would use something like that. The underground metro was ludicrous but the trams are realistic for a small city with no car zones (centre).</p>
424	<p>Where is the transition to a nationalised service, like in Nottingham and London, which is responsible to the local people and not shareholders, and whose profits (if any) are pumped into investment not the pockets of the already very wealthy.</p>
425	<p>Having looked at the proposed bus routes, they sadly do not meet my needs. And the cost structure might work for one person in comparison with car use, but not for a family or group of people.</p>

426	<p>This strategy should be more ambitious.</p> <p>Doubling bus passengers by 2030 sounds unambitious given the recent cuts, the impacts of the pandemic and the reduction of car miles required by that date (15%).</p> <p>In order for this vision to be achievable the Cambridgeshire and Peterborough Combined Authority will need to bring buses back under public control. This should be explicitly explained in the vision.</p> <p>“Transitioning to new, low emission vehicles, providing all the benefits of modern bus travel” sounds weak compared to the strategies in other cities. For comparison, the vision for the West Midlands says: “A world-class integrated, reliable, zero emission transport system providing inclusive travel for all”. Cambridgeshire’s bus strategy should be at least as good as other places.</p> <p>The strategy also fails to adequately integrate with other local travel strategies.</p> <p>This vision should include everything listed as well as:</p> <p>There must be safe, speedy and accessible pedestrian movement between bus stops and between buses and other transport modes e.g. trains. All stops should be connected to a footway, suitable for use by passengers using wheelchairs or other mobility aids;</p> <p>All stops should display real-time timetable and key fare information and a location-named bus stop flag with the phrase ‘Towards [key destination(s)]’.</p> <p>Wherever possible a shelter, with seating and lighting should be provided.</p> <p>Key edge-of-town and edge-of-village locations should be developed as ‘travel hubs’ with secure cycle-parking and interchange facilities with demand-responsive transport.</p> <p>Reliable bus services that users can trust are required.</p> <p>Buses must be fully accessible for all kinds of disabilities and be able to accommodate multiple wheelchairs.</p> <p>In addition the aspiration of “Buses are part of a fully integrated and planned transport system” should explicitly mention cycling and walking including safe routes to bus stops and secure, accessible cycle parking.</p>
427	Buses should not be paid for by congestion charge
428	It doesn't go far enough. We should be making a concrete commitment to greater public control of the network, and be more ambitious than just increasing ridership - perhaps restating it as a vision to halve car use rather than double bus use?
429	Reduce pollution levels which are frighteningly high in Cambridge
430	Who would not want this? Pointless question. Surely matter of paying for it and actual buses.
431	All sounds great. What's not to like?!! Doubling of bus passengers doesn't necessarily mean doubling of buses; we would struggle to have twice as many buses in Cambridge. Need to leave space for more active travel - cycling and walking.

432	How will this vision the financed? If it is by a congestion tax forcing me to pay to leave my home by car, if that is the way I choose to travel, then I have no interest in these proposals.
433	I'm already a keen advocate and user of buses as an alternative to private car use (because I care very much about the environment and climate emergency!) but I can see that many others need much stronger incentives and help in order to make the switch. Currently, it is far too much like hard work to actually work out where and when buses go, and how one can pay for a ticket, etc.
434	This strategy should be more ambitious
435	The plan should be more ambitious and integrate with other transport modes and strategies, including cycling.
436	<p>This strategy should be more ambitious. Doubling bus passengers by 2030 sounds unambitious given the recent cuts, the impacts of the pandemic and the reduction of car miles required by that date (15%). In order for this vision to be achievable the Cambridgeshire and Peterborough Combined Authority will need to bring buses back under public control. This should be explicitly explained in the vision. The strategy also fails to adequately integrate with other local travel strategies.</p> <p>This vision should include everything listed as well as:</p> <ul style="list-style-type: none"> - There must be safe, speedy and accessible pedestrian movement between bus stops and between buses and other transport modes e.g. trains. All stops should be connected to a footway, suitable for use by passengers using wheelchairs or other mobility aids - All stops should display real-time timetable and key fare information and a location-named bus stop flag with the phrase 'Towards [key destination(s)]'. - Wherever possible a shelter, with seating and lighting should be provided. - Key edge-of-town and edge-of-village locations should be developed as 'travel hubs' with secure cycle-parking and interchange facilities with demand-responsive transport. - Reliable bus services that users can trust are required. - Buses must be fully accessible for all kinds of disabilities and be able to accommodate multiple wheelchairs - In addition the aspiration of "Buses are part of a fully integrated and planned transport system" should explicitly mention cycling and walking including safe routes to bus stops and secure, accessible cycle parking.
437	In principle, better reliable services are the goal. I'm not sure EVs have the longevity to provide a reliable service, based on my reading. I worry about aspects of the strategy.
438	bus is only one form of transport. Light rail anyone?
439	All makes sense if delivered
440	Need a tube system for the City Centre.
441	The strategy is entirely positive, but does not balance cost-benefit. Key deliverables necessary for successful implementation, such as recruitment and retainment of drivers, subsidisation of unprofitable routes, integration with other transport (e.g. secure bike storage near bus hubs), are not even mentioned.

442	I think the vision and overall strategy is very weak and lacking in any real future vision that gives me any confidence in achieving anything more than the most basic of bus service. It doesn't seem to be anywhere near what some other parts of the country already offer, yet alone are striving to go further to offer yet more.
443	Visions in themselves are pointless. This is all just aspirational waffle. It is almost impossible to disagree with. But it does not give the reader any sense of what in reality might happen or when
444	<p>I agree with the strategy, so far as it goes. But it is not ambitious enough. The scale of reduction in private car use needed for congestion and climate goals will require a greater increase in bus usage than the doubling proposed. The only way a transformational improvement in services and ridership will be achieved is via bus franchising.</p> <p>Aside from services being sufficiently frequent and reliable to bring about a big shift from private car to bus use, the strategy needs to dovetail with thinking about active travel. Bus stops need to be safe, comfortable environments, and there should be safe routes and secure cycle parking to open up bus use to people who live beyond easy walking distance from a bus route.</p> <p>Other things which are vital for increased bus use are simple, convenient, contactless/smart card payment along the lines of the London system, including paying once for a journey involving a change of bus; and developing hubs where passengers can change from one bus to another with minimal waits, and safe, comfortable places to wait where necessary.</p>
445	<p>It is important to understand that buses cannot replace ALL car journeys. I would use them more, but most of my journeys cannot easily (or ever) be undertaken using buses.</p> <p>They must be attractive enough to users that they are self-funding.</p> <p>They MUST NOT be paid for by penalising car drivers through measures such as the extremely unfair Cambridge CONgestion charge</p>

446	<p>This strategy should be more ambitious.</p> <p>Doubling bus passengers by 2030 sounds unambitious given the recent cuts, the impacts of the pandemic and the reduction of car miles required by that date (15%).</p> <p>In order for this vision to be achievable the Cambridgeshire and Peterborough Combined Authority will need to bring buses back under public control, by franchising under Bus Services Act 2017.</p> <p>This vision should include everything listed as well as:</p> <ul style="list-style-type: none"> • There must be safe, speedy and accessible pedestrian movement between bus stops and between buses and other transport modes e.g. trains. • All stops should be connected to a footway which is suitable for use by passengers using wheelchairs or other mobility aids. • All stops should display printed timetable and key fare information and a location-named bus stop flag with the phrase 'Towards [key destination(s)]'. • Wherever possible a shelter, with seating, lighting, and timetable and real-time bus information should be provided. • Key edge-of-town and edge-of-village locations should be developed as 'travel hubs' with secure cycle-parking facilities and interchange facilities with demand-responsive transport. • Reliable bus services that users can trust. <p>In addition the aspiration of "Buses are part of a fully integrated and planned transport system." should explicitly mention cycling and walking including safe routes to bus stops and secure, accessible cycle parking.</p>
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Appendix 1b: Comments to Q6. How much do you agree with the Aims of the Bus Strategy



Response Number	Please explain why, if you wish, and add any other comments you may have.
1	Are these questions anything to do the the GCP charge, as it all seem very familiar
2	This sounds almost utopian....but would be amazing if it happens...
3	If this is not achieved I think Cambridge city will become gridlocked with cars at times, polluting, and the centre will be less attractive to Cambridgeshire citizens and less sustainable.
4	I hope this would cut down on having to change buses halfway through a journey. This all adds to the stress of wondering if a connection will turn up or has already gone and adds extra time which is irritating.
5	A multi operator ticket should be standard and affordable. Buses should operate to times to support onward commuting, for example by train, and should support the night time economy. Consideration for a limited night bus service should be considered for both Cambridge and Peterborough.
6	Again, i like where the plan is attempting to take the buses, but i doubt that it will be actioned by the CA.
7	This is just not realistic. Rural buses, for example, operated by Whippet on the X3 line are old and break down frequently. There are daily cancellations and severe delays. How would you address these problems?
8	If we don't have a good network villages will become isolated. However, I still have to rely on my car to get to the next village to access a bus service
9	The drive to digitisation must be resisted so that equitable access is available to all. Discount cannot be limited to any groups.
10	Lot of issues at the moment with ticketing as some bus operators refuse to take the Multibus ticket unless it is bought from a Stagecoach bus.
11	Routes look fine
12	Again a lovely vision but it just isn't realistic- we don't have the infrastructure to build on.
13	Aims are the 'niceties' that can't be measured thus avoiding assessment and hence scrutiny. OBJECTIVES?
14	Rather than a range of tickets. There should just be a simple low price. It should be as easy and good as London buses.
15	It will be nice to have pleasant and helpful bus drivers again. Haven't had those for s few years apart from a couple of exceptions
16	See my previous answer.
17	I suport that stated aims becuase: I am committed to a 'greener', more sustainable approach to the environment generally; I am no longer able to drive; Our present bus service is so poor as to be virtually non-existent,
18	Unless the bus is faster, cheaper and more convenient we will all continue to use cars.
19	Buses are currently dirty and littered
20	All seem like sensible aims for a public transport network
21	I agree with the strategy
22	Having stated that the bus strategy is inadequate it is obvious that it is not offering a convenient, attractive or easy solution. The strategy must

	concentrate on how it delivers as well as what it delivers. The strategy does not do this in any meaningful way as it is therefore deficient in all aspects.
23	Pie-in -the-sky, unachievable
24	Can you actually deliver? Where will the limits on accessibility and varied routes be set? Which communities will NOT benefit from the motherhood and apple pie strategy?
25	See previous answer. Regardless of any strategy the rural population will never be in favour of using buses.
26	I agree in theory that much of what is said would be good, but I have little faith that much of what has been said can be delivered as it has been done so in the past.
27	If it actually happens!
28	The bus network should be reliable and there should be more frequent busses. Plus, the app should show busses in realtime and be updated. Google maps works better in showing where the bus is. Also, the price should be reduced and you'll see how many more people will take the bus.
29	Once more no interconnections between other potential proposed modes of transport.
30	Aims and vision is constructive
31	Not sure if anyone has told you but the e scooters you mention are illegal outside of private land...
32	If we get even part way it would be an improvement I have always been conscious of costs to families and I know there have been concessions for families at times but I would like to see free travel for children in the holidays
33	Zero emission vehicles are irrelevant, better to make sure that operators are using high-quality conventional vehicles first
34	Just to have a bus service that ran regularly would be nice
35	I don't really see how a franchising agreement is any different to our current system. It won't magic any money up or force the bus companies to prioritise service and employee care over profit. Having the council decide all of the routes instead of accepting the core routes and subsidising any other specific routes won't change anything.
36	These are lofty ambitions but I suspect unlikely in reality. The guided bus was touted as the best thing ever when it first opened and unfortunately the reality is that the busses are always packed, way too hot and uncomfortable, no air con, no fresh air so stuffy as well, and rarely run on time. They also take way too long to get from St Ives to Cambridge as they make every single stop along the way. Express busses would be useful for those of us who need to go from St Ives directly into Cambridge.
37	The vision and strategy appear to be the same? A vision is fine if everyone agrees with it. Putting it into practice to suit everyone's needs is another thing entirely.
38	I notice Stagecoach have removed a lot of bus services from Cambridge to Oxford and Bury St Edmunds to name but a few so even more bus routes are needed and have to be paid for
39	Answer as for previous question. Serve small villages (request stops) on routes for the larger villages.

40	Again the point is prioritisation, these aims can be achieved with unlimited finance. What is your prioritisation strategy. In the actual document you state "Different types of services will run at frequencies shown in the table below, with all services operating at least once an hour." I could not find that table. But I think the Passenger charter should have such a commitment. Not necessarily once an hour but different destinations guaranteed minimum levels of service. There is no part of this strategy that prioritises destinations, which could include criteria such as size of community, education, health, workplace etc.
41	The low density of population and the relatively low density of employment represent a real challenge. There is a large number of people all with different travel requirements spread over a large area. Funding is therefore an issue. The strategy must NOT be funded by a Congestion Charge. It is a service for the whole population and should be self funding or supported by taxes or precepts
42	we definitely need more buses in and around Wisbech, running for longer - most buses cease after around 3pm, as do taxis as they're doing school runs. There's very few buses in the evenings - the excel from Norwich often terminates in Kings Lynn. Have you ever sat in Lynn bus station at night in the pouring rain waiting for a bus to Wisbech? it's not a pleasant experience, particularly for women who feel vulnerable. then when you eventually do get back to Wisbech, there's no circular bus round the town at all, so you have to brave walking home in the dark- again, not safe for women.
43	Needs to be more economical than driving to park and ride otherwise I'll continue to do that
44	The aims are all that we hope for.
45	Agree. With all bus stops displaying real time information about next and subsequent services that are due. Also, ALL buses to display current and next stop information.
46	It is unacceptable to use vast sums of money to subsidise bus routes. It cost me 70p a mile to use my vehicle and I drive over 5000 per year. Why should people who chose not to have a car be subsidised. They are saving 70p per mile. I am already paying out of my rates for under used bus routes.
47	The main reason I never use a bus is that it takes too long. All these changes are nice to have but the most important improvement needed is a reduction in the time it takes to get from the current Park & Ride sites to the centre of Cambridge. This requires the compulsory purchase of land to enable the widening of roads so there can be a dedicated bus lane into town. Until this is done other improvements are just tinkering around the edges. As someone who lives over 12 miles from the centre, cycling is not really an option, and it galls me to see wider cycle lanes being installed while buses get stuck in the traffic with all the cars.
48	Not enough facts : more frequent? What does this mean ? Be more specific, e.g bus every 10 minutes instead of every hour ...
49	Who is going to pay for this? The car user. A car is not a luxury but a necessity for rural residents.
50	Same as before, value for money! I would like to see this tailored to the funding available and certainly not paid by a congestion charge. It looks like

	it is written with rose tinted glasses and needs a reality check of affordability . EWR will be the way forward and we need to integrate buses into that.
51	we need a reliable bus service not everyone drives
52	The strategy will never work unless bus services are cheap, reliable and frequent. Buses would need to cover the whole of the county, not just the cities, if they are to replace cars and that would simply be too expensive.
53	In terms of tickets, the Cambridge flexi 10 is fantastic value for money and much cheaper than driving. Could there be some express routes that just run between St Ives Park and Ride and say Cambridge North?
54	Couldn't agree more
55	The cost is a big consideration for example when planning a family journey. It can be cheaper to drive. Convenience , reliability and connectivity are important for work journeys.
56	Fails to address the aims with respect to the rural population. All too easy to weight expenditure to where the population is more dense. With the threat of congestion charge it is a very poor deal for the villages
57	If the system is made really convenient as outlined above it will encourage people to leave the car behind
58	Again with caveats. 'Direct and quick' and 'All areas ... well served' are in conflict. What is meant by 'simple fares'? I am used to systems (eg Oslo) where a single ticket gives access to all transport options and tickets are prepurchased at many outlets. Only a system as flexible as this could be acceptable.
59	We are severely restricted in this area at present. Journeys take too long if available and buses too infrequent.
60	I've held a bus pass for 2 years and never used a bus since moving here. Any improvement would be good!
61	Nobody could disagree with this - it's obvious.
62	I have private phone calls and to be honest germs are a factor to me on public transport as I have a weakened immune system
63	You haven't thought it out. Go watch Not Just Bikes on YouTube to see how Amsterdam and other Dutch cities like Utrecht integrate their systems.
64	Don't just write about it, do it
65	I wish there was more effort to improve conditions for cars. This is not easy to achieve and will only waste time and money. Not at all practical.
66	The strategy is uninformative. We're asked to agree with motherhood and apple pie. It's a waste of time and public money to consult on this and the responses to the closed questions are meaningless.
67	Again - agreeing will give you permission to choose how to interpret the answer by saying that offroad busways are the only to achieve these aims
68	What is going on? Please remember that people live in this area - we aren't just an enormous science park! This is a part of a bigger plan which will ultimately fail..... by shipping in scientists from across the globe who have no understanding or empathy with the unique 'feel' of Cambridge so the culture will disappear. As it stands, our children now cannot afford to live in their home town - is that the plan?

69	Buses run direct I refer u to my comment in Q1 Before Christmas 2020 there was an excellent understandable consultation for Cambridge with proposals based on Spatial Strategy. It was clear what it meant in terms of delivery. This vision is meaningless Based on Spatial strategy in Peterborough: medium size villages to have hourly bus services, Small villages to have an extension (original) of Call Connect - UNLESS there is a significant resource used by other villages such as a medical centre of post office.
70	Multi modal transport is important. I'd like to be able to take my bicycle in conjunction with the bus but I don't think there is currently a way of doing so.
71	In comparison with current service this is utopian but unless you aim high
72	Note that late buses are essential to night time economy in which so many young people people earn a living
73	This would be wonderful, but is unlikely to happen
74	Bus shelters and bus stops do not have adequate seating.
75	The statements are bland and in the "motherhood and apple pie" category. Delivery of this strategy will be almost impossible when there is a shortage of drivers, Stagecoach owner under criminal investigation and population of towns and villages surrounding Peterborough and Cambridge continue to expand
76	Not if it is being funded by the congestion charge.
77	We need a reliable service, that connects to other routes. Turns up on time. Connects to train station.
78	Transport to airport would be great
79	Buses are a lifeline to those like my neighbour and son in sawtry who arent lucky enough to drive. They must be reliable and affordable. Elderly should have free bus passes and under 18s should travel cheaply. (Those needing to get to college etc)
80	I live in Clay Farm (new part of Trumpington). I live just one stop from Cambridge train station but the bus takes me around the whole biomedical campus for 20-30 mins before heading to the train station! I don't know who designed this route but it is insane not to have a bus stop before the busway bridge to the Biomedical campus. You are making a 5 min journey a 25-35mins journey: this is insane. btw: who designed busway to be so unsafe? Did it have to take 2 lives to realise how unsafe it was? Why are you not doing anything about making it safe?
81	As a strategy it is perfect, but the current reality is so far removed from this utopia as to make it seem like a bad joke. How will the CPCA ensure that providers such as Stagecoach actually have enough drivers/buses to fulfill route obligations and that those buses will not be full as they are between Longstanton and Cambridge, meaning waits of over an hour at the bus stop until a bus can be boarded, not to mention cancellation of buses being the norm, not the exception.
82	It sounds great but can it be achieved?
83	Convenience is absolutely key and reduced costs.

84	To go from villages to towns for theatre and movies you have to miss the end and still have a walk to get a bus
85	We need rapid hub to hub buses that do not stopped every 2 minutes. For example biomedical campus to Eddington. Only with this will people seriously consider taking buses for medium length commutes
86	Because the current bus service is nowhere near the standard of the aims of the bus strategy and therefore I strongly agree that these Aims are well thought out, relevant and much needed to facilitate improvement.
87	No bus in my village.
88	The need for a reliable service is necessary for people who have become isolated during lockdown.
89	I know my teenage son would use a bus and many young mums in the village need a bus service
90	Sensible and clear strategy. If achieved this will bring better prospects to our area.
91	This strategy works well to connect our community to the wider world as the village is limited in its facilities. Also if we just had a service in the morning and evening, as a minimum, that would at least enable people who don't drive to get to and from work.
92	Currently, there is not enough information about the bus timetables available on paper so people don't use them much.
93	We currently have no service at all, so an easy and convenient service would be welcome!
94	Expensive parking and petrol.
95	Agree
96	I want a bus service back, travelling together saves funds
97	I agree with the aims, but am sceptical about the commitment to provide being adhered to - is it just words?
98	Information is key. An easy to understand route and timings at peak time especially would be useful.
99	People need to get to places but no bus service only a call connect
100	Again there is a lack of joined up thinking with other public transport. It must be easy to make multi-modal journeys, for example with bus routes giving easy access to all railway stations, timetables aligned and cross-ticketing.
101	A straight forward easy to use bus route is always a good thing for the old and young. We have many elderly people in the ever growing village I live in. It's so important for the elderly to keep their independence. Having a clear and easy bus transport route would be great
102	I live in a village (Turves) that has no public transport links whatsoever, hence I would be unable to use a bus if I wanted to.
103	If the system operates as outline above it will encourage people to leave the car behind. We have a number of older citizens in our village who have chosen to give up their cars they need to be able to to local towns to shop socialise etc as well as being able to access local hospitals and clinics.
104	Pity we have the complete opposite!
105	A regular and reliable service that's affordable would be great
106	Ambitious but surely doable. I cannot see much attention to accessibility and inclusion. What about buses like London with automated ramps? Also, no

	mention of bus stops particularly in extreme weather and suitable for senior citizens?
107	all sounds nice, but nothing specific on how. Prefer improvement with minimal impact on environment by use exsisting travel corridors, even if this reduces connectivity.
108	This may work in some areas but not all. It fails to recognise the diverse nature of the geographies covered
109	If bus services are not easy and convenient they will not be used and will not be sustainable. Then they will cease to exist - or at least the bus providers will use the lack of passengers as their excuse to stop services completely.
110	To save on petrol and the environment. To save money on parking . To be able for the elderly to go to a shop, drs surgery or dentist or opticians. We have NO SHOPS IN FOLK WORTH, only a hairdresser. We might want to go to town to meet up with friends but no bus stuck in the village either relying on a neighbour or walk to bus stop 2 miles away. Unlit, no path.
111	I would use the bus service if it would give me the the flexibility and frequency I require
112	Good luck with all that! However, should also add... "without increasing council tax or business rates to pay for it all!" - If this "Holy Grail" of improved bus services has to be paid for by everyone paying even more council tax, then cancel it all.
113	Again an aim but I can not see it being delivered in this area.
114	It needs to appeal to people who would not normally use public transport
115	So that more people can find a job and take public transport. Living in wittering is difficult as I have no transport.
116	I live in a rural village with once a day service and want my children to have options to travel independently when they are older.
117	We need a regular reliable bus service
118	Strongly agree. Needs a change
119	Being an older person, I rely a great deal more on bus transport.
120	Made previously
121	I appreciate that attention is finally being given to passengers in small rural communities
122	There needs to be better facilities for disabled people. Having read the strategy there does not appear to be any encouragement for inform/disabled people to use a bus rather than their car
123	Reliability should be a top priority, buses should always turn up when they're scheduled to turn up.
124	In the current environmental crisis I want to cut down on my car use.
125	We need a simple safe and useable service to connect with towns and villages.
126	I put never is a previous box as iur bus service from Peterborough to Stamford was stopped 2 years ago causing a great loss for the community we would support and need a bus service
127	The village I live in has no bus service, so I have to use a car. It has a safe bus stop

128	Why is there no bus services for people from villages like Nassington. I'm a young adult struggling to find money to learn to drive but can't get a job in Peterborough cause there are no buses.
129	As we are do not currently have a bus service all and any strategy to provide access to one would be welcome.
130	Concept of service not commerce
131	Elderly people are cut off without a bus service, the same as younger people who don't drive
132	All areas served Simple payment methods
133	Simple no frills service that supports non drivers to remain in the village
134	I really don't know what you mean when you say all day, but if you are going to consider leaving at 6 in the morning from the end of the route when people start their work schedule at that time, then they will still use car (or car share) and no way the buses. It's just one example out of many that I've encountered in the last eight years when I couldn't use the bus.
135	We have a terrible connective service at present at a time when we should be encouraged onto public transport to cut emissions from cars
136	This Bus Strategy describes exactly the Stagecoach buses in The Lake District which we use the whole week when visiting. It would be wonderful to have a service in Marholm.
137	This looks great, but reading the strategy in detail I don't think it is what is promised in rural areas
138	No bus service in my village, if it was there I would use it
139	All sounds exactly as it should be but I will be surprised if it actually happens
140	Rural areas may not need frequent buses but ones that run at times that work. Ie being able to go out for an evening meal AND get back.
141	Transport should be dependable, joined up, economical and easy to use if people can feel they can rely on it.
142	Need a reliable service as an alternative to using the car
143	I understand that our Lord Mayor has decreed that ALL in his Peterborough and Cambridge region are going to have a Council Tax increase to subsidise bus travel in Cambridge . What about us in the west of Peterborough who are without one completely ?
144	My home village like others used to have a limited but reasonable bus service connecting Peterborough and Stamford and National bus and Rail links - it was stopped because it was said not enough people used it - However this was sadly because the services were infrequent and even finished before the end of most peoples working day. My boss used to have to drive me home if I didn't finish in time to catch the 16:30 bus home.
145	Well described clear and concise. I've heard all the corporate propaganda on various subjects over the last 40 years or so - Let's hope you adhere to your promises. You will be the first.
146	Just want regular reliable public transport to allow rural non drivers to access services, work and education
147	It's difficult to see how anyone could disagree. The problem is turning wishes into reality.

148	Please start with the easy stuff such as "Plenty of information is readily available." No excuse for not doing it already. So many people have told me they can't find the information and it puts them off using buses. Many old people can't use the internet. That old out-of-date timetables are still on display at Queensgate is deplorable (I put up my own but many have been removed - I did seek permission but got no replies).
149	love the electric buses
150	There are still many places that do not have an adequate bus service
151	Being Convenient is the best strategy for myself as it includes adding routes
152	Think about deviation in routes. It might add 5 minutes but travelling via a community facility eg City hospital may increase overall convenience.
153	We need rural services with regular routes every week working day with times to suit
154	As explained before this will not work
155	No indication as to how it will be achieved. Second what if bus stops are far from residences. Third who hold the bus services accountable?
156	Services are required which connect new housing developments to city/town centres. At the moment, there are many new houses quite a long way from bus stops and these often include homes for the elderly and those for young families who rarely have their own transport.
157	There also needs to be support/infrastructure to support the drivers and the operators in delivering this strategy. This includes, support for driver training, apprenticeships and facilities on route to provide a good working environment, such as toilets, eating places and layover spaces. The CPCA needs to include the delivery of infrastructure provided by others to support the ambitions. Without high-quality and accessible route infrastructure then the bus network will fail regardless of the quality of the buses and the information available
158	In the "easy to use" category the importance of timely and current information on services is vital, using a combination of electronic signs at bus stops, real-time app info, twitter or facebook or website regular updates
159	Unachievable, wishful, unaffordable, nonsense
160	As above. It is pointless sorting a more comprehensive local bus service if you are still going to get stuck sitting in traffic between major hubs in the region. A rapid transport system alongside (but not on!) the A1/A14 is needed.
161	It's difficult to say, I've never taken a bus...probably because only one bus per week (going to St Neots on Thursday mornings) comes via our village. Never have I, or anyone in my house, ever needed to go to St Neots on Thursday morning.
162	Sounds wonderful - hope it can actually be achieved! If these aims are realised i know many people who would use the buses again
163	All pie in sky . Not good value for money
164	The problem we have here at the moment is that the only bus to anywhere - the Citi4 - is not reliable enough. The above Aims are good but if the buses don't turn up and are on 30 mins service that's a long wait with no seating at the bus stop
165	However, I believe that the CPCA's current policies & practices regarding facilitating Convenience, Attractiveness and Ease (of Understandability and Use) of the existing Bus Network strongly act against the achievement of

	these Aims. The CPCA's current policies & practices serve to exacerbate the Bus Network's existing lack of Convenience, Attractiveness and Ease.
166	As stated before the strategy is really the easy part; the trouble is that many inhabitants do not yet believe that it will be achieved.
167	Again, it says the nice things, but I don't have confidence in the institutions or the governance structure.
168	This has clearly been written by someone with zero understanding of road traffic conditions and having to keep to a set route and timetable. Any service is subject to delays beyond the drivers control and that can seriously impact timekeeping, reliability, frequency, speed of journey, ability to service all stops etc. There needs to be a better understanding of the basic needs of passengers - they simply need buses in which they can sit comfortably, not overcrowded, not blowing dangerous warm air around the buses, ones with windows open, space for buggies, shopping Trolleys etc. They need their bus to be able to leave from the correct bay at the bus station (without spare buses blocking bays). They need cancelled buses to show on the information. They need drivers who treat passengers nicely. They need decent working toilets at the bus station. They need visible security guards at bus station at school times and evenings. They need Inspectors back on buses.
169	Even if I could get to a bus stop there is no shelter or seats
170	We need more busses in Brampton
171	Try arriving, waiting and departing at Peterborough bus station. It is not user friendly and lacks easy to access information point. The building is in a bad state of repair and buses generally dirty and the fumes impact passengers.
172	It is important that focus is not on urban routes as seems to be the case at present. Rural areas need to be well serviced and an attractive alternative to using the car.
173	It is important that buses go to multiple destinations, we all have different needs.
174	Not sure, in the current climate , that this is achievable or realistic
175	Bus services are currently fractured and complicated. Fares can be affordable but only if you know about affordable options.
176	Everything mentioned is just as i would hope.
177	please define frequent (is that under 10 min any day of the week even during non-peak times?? = if yes, I will sell my car)
178	Tha aims are correct, but they will only be possible by getting the public used to using buses. One sure way to start this off would be completely free transport for under 25s, and lower prices generally.
179	Reliable regular and consistent are a must
180	<p>Convenient:</p> <p>The document refers to a table about frequency which is not present in the document. Without this inclusion we cannot express support for any frequency. 'Frequent' will inevitably mean different things on different services.</p> <p>There needs to be a rationale for 'range of tickets'. Having a 'range' should not be prioritised over simple ticketing that can be easily understood by all users.</p>

	<p>There must be a clear definition of 'evening'. It is essential that buses are available for hospitality and shift workers. Service hours must be specifically stated.</p> <p>Rural routes should meet or exceed the aspirations of the Campaign to Protect Rural England's 'Every village, every hour' campaign.</p> <p>There should be a 'no stranded passengers' aim including avoiding overlong journeys owing to delays and missed connections.</p> <p>The strategy states that "all areas are well served by bus". Once again, this is a vague aim that is open to interpretation. a clear definition of "well served" must be provided.</p> <p>Attractive:</p> <p>The aims the Combined Authority has stated here are by and large sensible. We believe the core elements for an attractive bus service are: Reliable, times and places Staff are customer focussed Buses are of a good and comfortable standard When these standards are met the Authority will have the opportunity for authentic marketing of buses as an attractive travel choice.</p> <p>Easy:</p> <p>The strategy should view the concept of 'easy' from the perspective of a visitor to Cambridgeshire with no prior experience of our bus service. Would a visitor find it easy to find out how to use our buses, where and when our buses travel, and how ticketing works?</p> <p>The point "Buses run at regular time intervals and with consistent frequencies," is crucial – people must be able to rely on the bus departing and arriving on time (with real time information if things go wrong.)</p> <p>The point "Ability for people to transfer between bus and other travel modes (walk, cycle, e-scooter, car, coach, train)" should elaborate on what the transfer experience should be like. For example - transfer safely, easily and affordably. It should also elaborate on the impact that ticketing systems will have on transfers. There should be shared ticketing so that new tickets are not required when transferring across operators and transport modes.</p> <p>This section should also include the aim of simplicity. Passengers should be certain that they have the best/most suitable ticket and route without the complex comparison of options which is currently required.</p>
181	I cannot agree with aims but probably far too much to achieve in the short term. Action needed now not years away.
182	There needs to be additional space for buggies and luggage. It's not clear how buses will be quick, if congestion is not addressed. There needs to

	mention of how the strategy aims to recruit drivers and incentivise them to stay on the job.
183	We need Direct bus lanes where buses are not held up by queues of traffic coming in to the city at busy times
184	Clean, reliable, convenient and frequent bus services are the way to lure people out of their cars and on to the bus. We need more park and rides into Cambridge and Peterborough and these should be located more in the countryside similar to the St Ives park. I used the bus regularly from Little Paxton but the service is now so bad that I have increased my car miles considerably.
185	I will continue to walk or cycle to activities within Cambridge that I want to get to. I think low emission buses are essential for all road users. Better links to nearby villages are needed.
186	A long wish list. Is it deliverable.
187	It must be reliable or no one will trust it.
188	While I strongly agree with the aims of convenient, attractive, and easy this section is written very poorly. Start with the people most vulnerable to being stranded without transport, nightworkers and disabled people, and be specific about how you will meet their needs. There should be a 'no stranded passengers' aim including avoiding overlong journeys owing to delays and missed connections. Rural routes should meet or exceed the aspirations of the Campaign to Protect Rural England's 'Every village, every hour' campaign.
189	TTP is targeting a provisional target of a 5% reduction in the overall peak period car borne traffic within 5 years with a corresponding increase in use of public transport and other reduction measures. A range of measures were proposed in the Travel Plan to seek to reduce car use associated with the development, including promoting bus use. A frequent and reliable bus service connecting to where people want to go. Connectivity and a comprehensive network providing a direct connection is a key consideration.
190	See answer to previous question. We need flat rate fares with interchangeable tickets and frequencies of ten mins for convenience. Also more electronic info boards at stops. Evening and Sunday services need to be at least half hourly across the network. And in rural areas a basic network of bus services needs to be provided, as the current on demand service is inadequate and inflexible.
191	Again, this is contradicting "Buses run at regular time intervals and with consistent frequencies." and "A network that evolves in response to changing needs and demands." that gives you a means to cancel quiet routes or provide a 'once weekly' service which does not work for the modern working person.

192	I agree with the Bus Strategy Aims, but believe that the CPCA's current policies & practices regarding facilitating Convenience, Attractiveness and Ease (of Understandability and Use) of the existing Bus Network strongly act against the achievement of these Aims. The CPCA's current policies & practices serve to exacerbate the Bus Network's existing lack of Convenience, Attractiveness and Ease.
193	An important part of an improved network must be speed of travel through Cambridge city or circumvention of the city for routes that link north to south or east to west. Reduced congestion would greatly help with this
194	Just put these into action now, not spend months deliberating
195	The strategy is very ambitious and I fear a bit too much.
196	It seems to address all that is wrong with Cambs bus services at the present time.
197	But it still seems unreal...seeing is believing
198	Bus routes keep getting cancelled. Trying to find a bus service online if you don't know the bus route is very difficult. Buses are extremely uncomfortable and very unhygienic especially when crowded and over heated. It might also be worth telling the bus drivers what is expected in the way of behaviour some are exceptionally rude
199	Buses are frequently being cancelled, Bus stops and stations are disgusting
200	As before, depends on how it's implemented
201	Of course a convenient, attractive and easy bus service is desired but this must come from existing funds and not from charging drivers who at present have no alternative mode of travel.
202	Priority and expansion of byways
203	More essential for local needs rather than frequency of services and direct routes
204	Although the aims are admirable, the execution is not sufficient. You say that all areas will be well served by bus. This is not true. Horningsea village is not going to be well served. We need a permanent and regular service. Not an on-demand service. There are no amenities in the village. People rely on service in surrounding villages and Cambridge. An on-demand bus service is too high a threshold and the vision will therefore not achieve its goal of getting people from their cars into the bus.
205	The above will only be achieved if congestion is reduced. There is little incentive to take a bus when it gets stuck in traffic, e.g. on Mill Road where there are too many cars in the way.
206	Why we need to pay for the tickets? Other developed countries offer free public transport, why UK can't offer this when most, if not all, routes are maintained by public funds?
207	Excellent theory, but from Ely there are insufficient buses to other places - Cambridge, St Ives, Huntingdon etc.
208	An easy to understandable timetable would make a big difference

209	Living Streets strongly agrees but would like a clearer definition of 'frequent' in the aims. 'Frequent' will inevitably mean different things on different services - the third 4th bullet point under 'Easy' is crucial - people must be able to rely on the bus departing and arriving more or less on time with real time information if things go wrong (as opposed to the service simply disappearing from the screen at the last moment when you may have waited a long time for it!). Bus hubs where passengers can comfortably wait and easily and quickly change to connecting buses will also be a crucial component to deliver especially for travellers outside central Cambridge.
210	Routes across the city - not having to change at city centre
211	I believe we need more frequent services. The service is likely to be used more if travelers are confident a bus will be there when they need it without a long wait.
212	Comprehensive real-time signage at stops and on-board. Like in Leeds for example.
213	Integrated ticketing system similar to TFL and elsewhere in the country (E.g. Nottingham, Manchester, Birmingham) is the need of the hour.
214	I'd love to be able to take a bicycle in a bus and finish the journey from the end of the route! Like on trains. This is another thing keeping me from using buses.
215	Fares need to be cheaper than at present (ignoring the current £2 single fare). Tickets need to be interchangeable between operators.
216	But it's all rather vaguely expressed - would be hard NOT to agree. In reality the devil will be in the detail.
217	They are great sums if they can be fulfilled. It would be better if they were smart targets and ensure they are achievable
218	It will encourage green economic growth.
219	Although I strongly agree, each aim needs to be specific and measurable. Services into the evening need to cater for shift workers. Simplicity is also key: passengers should be able to see at a glance that they have the best, cheapest ticket.
220	What is set out is good but lacks the specific detail which could make it excellent. Transport services elsewhere (my experience is Netherlands and Iceland) feature accurate information, reliable services, excellent time keeping and timetables starting in the early morning and running past midnight and simple fare structures with cost efficient pricing compared with running a car,
221	The aims need to SMART.
222	There should be good ventilation to minimise infection risk.
223	Simple, reliable and fair priced. The £2 travel cap is such a smart targeted benefit. More of this please. Private car travel is no longer sustainable.
224	Busses are old never on time not ulez compliant very rusty busses
225	Who would not agree with these aims? This has to be set against a downside to judge the balance. This is a loaded question so my reply is neutral

226	<p>These are the right aims, but expressed vaguely. We need concrete measurable targets. I.e. what will frequent mean? In my view for most routes in and around Cambridge and Peterborough frequent means you don't need to look at a timetable because you know there will be a bus soon, as in the UK's major cities. Until this is achieved buses will not displace cars. In rural areas we must achieve or exceed the aims of the "every village, every hour" campaign.</p> <p>Simplicity is also key, there should be no confusion about how to get the most affordable ticket and multi step journeys should integrate effectively.</p>
227	<p>"Into the evening" is poorly defined, and often not enough. Many buses stop at 5pm on a Sunday, for example. It would be good, for example, if there were buses back to the villages to connect with the last trains into Cambridge...</p> <p>Also "speed" of buses isn't just about expensive busways. We need some frequent, fast, direct routes - not for *every* bus to take long winding routes via the hospital..</p>
228	<p>I consider the presentation of the aims as put forward above to be disingenuous - verging on the dishonest. This is not a neutral way to present the proposals, and get valid meaningful informed feedback.</p>
229	<p>So many people are stranded in their towns because of deleted bus services. We need to affordably reach out to everyone with sensible transform, affordable and regular.</p>
230	<p>Children should be free under 18</p>
231	<p>I have boycotted busses since the congestion tax was proposed</p>
232	<p>As before, the financing proposals for this service are not acceptable.</p>
233	<p>Reliability needs to be front and centre. Some routes already have things in theory, but often busses do not show up when they are meant to (the number 2 especially often has no shows multiple times in a row). Being able to pay easily and know the route is direct is worthless without busses actually arriving and users being informed rather than left wondering at bus stops.</p>
234	<p>Again, it is a dream of bus utopia. I have strong doubts that the GCP could organise this. I do NOT support a congestion charge.</p>
235	<p>These are all good goals, but some are missing, and there is a lack of things that could actually be checked/measured.</p> <p>Not just 'ability to transfer': it should be easy/catered-for (e.g cycle-parking at stops). Ticketing should operate across modes.</p> <p>What does 'frequent' mean in practice? When does 'evening' start and end? Why a 'range of tickets'. Just make it cheap and simple.</p> <p>Information (routing, status, usage) must be supplied in open form. Both map-based and route-based information is needed (different people need one or other format). Booking mechanisms must not require a proprietary app - there must be an open open API that can be used by anyone/any software.</p>
236	<p>Inconvenience, cost, time consuming</p>

237	It's not sustainable. The prices will be cheap but when there is four of us it's not cheap.
238	It's not achievi
239	It sounds good but in reality it is not desirable as buses are a slow option. I sometimes travel to st ives for work. It would take me nearly 2 hours - walk to bus stop, wait, get bus to train station, wait 20 mins, catch guided bus to st ives, walk to place of work. Or drive there in 30 mins. Time is precious and i simply dont want to spend an extra 90 mins each way travelling by bus.
240	The idea is good but in reality it won't work. The underground in London runs consistently and there's a train every few minutes
241	Cars are still needed by some people ie with a health condition.
242	Reliable services, yes. Small fares supported by congestion tax, no thank you. If the company is able to provide services at small fares then perfect, if it is not able to do so, then it will need to charge an appropriate fare
243	My area (although in the city center) is not served by buses. They won't be in the new plan either. Besides - since there is a shortage of bus drivers at the moment, how are you going to encourage new ones to work? It's not going to work, and it's bad for the residents.
244	It assumes buses are the universal solution to a problem, or set of problems, that it doesn't define.
245	Sunday services should be brought up to date,as they are run when shops were closed on a Sunday,
246	if you want us older ones to give up our cars drop the bus pass age down to 60
247	We will see if it is affordable and how dependable is going to be.
248	Your Bus strategy plans are a pipe dream and not practical. You dont have enough bus drivers now, where do you think you are going to get them from in the future. Your strategy is theoretical and has no correlation with real life.
249	Great idea, never going to become reality.
250	This has to apply to all parts of Cambridgeshire not where it suits your agenda
251	Reliability is key
252	Saying ALL areas will be well served by buses is easy to say but the actions of recent years where bus services have been significantly reduced suggests a query over this commitment. Actions speak louder than words and I remain to see whether this survey is anything more than a talking shop with lip service to the public for an already decided reduction in bus services
253	What accessibility issues are you addressing for disabled people
254	Nice ideas. Not sure how much I trust that they'll actually be implemented though given the current state of Cambridge's bus network
255	Agree - but there is some vagueness in these statements, e.g. what does "frequent" mean? Rural routes should meet or exceed the aspirations of the Campaign to Protect Rural England's 'Every village, every hour' campaign.

256	Living in a village with infrequent service which is also expensive puts me off bus use. Also, a system of integrated ticketing would help - currently have to buy separate ticket to get around Cambridge for example which adds to cost.
257	It's all a dream. Fix the pavements and roads properly first, then see how much money you have left over for these dreams.
258	Cheap and easy ticketing and opportunities to transfer between different services are both great
259	However, these aims should be properly defined and quantified so that delivery can be properly measured.
260	Of course I agree with the policy but how are you going to achieve it? Living on Milton Road the bus service has gradually been eroded. Where are the buses to get us to Addenbrookes and other parts of the city without having to change at Drummer Street. Fortunately I bike most places as I don't drive but I despair whenever I need to take a bus. So yes improve the service but it needs to be reliable, fast, clean and cheap and for it to be so good people don't think 'car'.
261	<p>I agree with the aims, although I think they lack specificity. They are open to interpretation, which leaves room for watering down of aims or failure to deliver on them. In order to strongly agree with them, they need to be specific.</p> <p>Regarding "Routes connecting to places and activities that people want to get to", this needs to be driven by data and talking to users and non-users. There is lots of evidence to suggest that bus services in the UK do not meet the needs of people with more varied responsibilities, like informal care or jobs outside of the 9-5. This disproportionately affects women and needs to be addressed if the service is to be inclusive and meet the diverse needs of the community.</p> <p>It is not good enough to have "Plenty of information readily available". Information needs to be targeted to the user, clear, and useful. Again, the requirements of different people are important here, and we need to ensure that any information meets the needs of non-native english speakers, visitors who don't have good english, and those who are differently abled.</p> <p>A "Passenger Charter" is all well and good, but the purpose of such a charter needs to be clearly defined in the aims of the project.</p>
262	You cannot achieve these aims. The population is too small and too widespread to achieve this.
263	<p>These are nothing new and should be default and achieved years ago. What is stopping you?</p> <p>The aspect that is missing is Protection of Heritage. There is no vision or understanding of the medieval city of Cambridge. Narrow streets - narrow bridges, too few bridges, unsuitable for buses! The naivety is unbelievable.</p>
264	I think these sound admirable but unrealistic. That's just not the way busses work.
265	Whilst I agree with the overall intent of this strategy, I do not think it is achievable.

266	Agree with the aims but not convinced they can be delivered based on past experience
267	It is 'generally' accepted that those who don't use buses regularly think they are worse than they are, and those who use them regularly have a better acceptance of any 'issues' such as delays caused by car traffic. {the current shortage of drivers and mechanics is clearly a short term issue (like shortage of fresh vegetables?)}
268	A pipe dream. Force the use of online purchasing and deliver
269	buses will never enjoy a great public image, there is a reason why rich people travel in limousines and private jets. also, there's no way travelling on a bus will ever feel safe considering the current state of law and order and police. waiting environments are extremely unattractive especially in a country as cold and wet as England, and you cannot afford heating them.
270	Sounds ideal but won't work. It's unrealistic. A lot of people may be dropping kids off en route to work. I have to drive to my school. Bus times may not match times needed to start work. Try as you like, modern living isn't conducive to all people being on bikes or buses!!
271	The aims are vague and open to interpretation. There is also no clarity on how success will be measured or providers held to account.
272	The bus strategy should be integrated with a light rail system running thru the centre, with buses running at the extremities
273	The aims are good but vague, and do not provide information on how will we know if you have succeeded in your goals.
274	It's all about reliability (and frequency). If the buses are there then I am sure people will use them
275	There are many odd phrases in the strategy. Such as "Buses run direct and quick", but their very nature they need to stop often and are far from direct. A common ticketing solution is good, as would be accurate information over timings etc.
276	Again, those living in a rural location are never going to have the same level of bus service that is found in a city & neither do we want it.
277	My friends in the villages don't trust the present bus services so you'll need to work very hard to bring faith & reliability back to the word 'BUS'.
278	Even if you meet these demands above, as things are now, I don't think people will switch due to the reasons stated in the previous answer. I know you are comparing it to London but London has lots of other methods of transport and many more people. It would be welcome to have a better bus service for sure but I feel this is tied in with the congestion charge as the main driving factor and probably the only reason people would move (forced) to a bus. Again, it will be the poorest that do as they won't have a choice which seems extremely unfair.

279	<p>Lots of great stuff in there, but the "simple fares" is something hard to do. In London, it's easy, one uses a credit/debit card and hey presto it computes the cheapest fare for me. On Stagecoach it's an utter nightmare. If I want to do two short journeys it's extortionate.</p> <p>How will you enforce zero emission buses? Why is this not ALREADY a requirement? Buses travel through parts of cities that are already congested and densely populated. This is an URGENT requirement.</p> <p>Fares need to link in with other transport options, such as train and (if it ever happens) tram. There's nothing here about cohesion at all.</p> <p>Buses need to run early and late, preferably 24h even if at longer intervals. If they are electric they will also be quiet, so no problem for locals.</p> <p>Why is there nothing in here about bringing in buses with continental style systems, i.e. a door at the front for entry and one in the middle to get off. This really speeds up the process of bus travel - I know, I witnessed it for years!</p> <p>Where is the equivalent of the European "job ticket" where employers negotiate with the bus company to obtain a discounted ticket that, hopefully, keeps them from taking their cars?</p> <p>Nothing about bicycle transport on buses? I've seen this in many places, in Cambridge zero effort at all (no surprise when it's Stagecoach).</p> <p>Currently when I take a local bus, I am either at a stop without timetable information, and definitely no electronic "live" information, or - often - the "live" information is just the timetable regurgitated. It's not "live" in any sense of the word. In the modern world, doing this better is NOT difficult and other countries have been doing it for DECADES.</p>
280	<p>Time. A car or bike journey is direct. Many journeys even within the city, would need at least two buses, plus walking between start to bus stop, to next bus stop, then at the end of the journey. A simple trip to Addenbrookes from Stanley Road involves two buses, three walks and a minimum of one hour, average of 1.5 hours.</p>
281	<p>CONVENIENT</p> <p>The document refers to a table about frequency which is not present in the document. Without this included we cannot express support for any frequency. 'Frequent' will inevitably mean different things on different services.</p> <p>There needs to be a rationale for 'range of tickets'. Having a 'range' should not be prioritised over simple ticketing that can be easily understood by all users.</p> <p>There must be a clear definition of 'evening'. It is essential that buses are available for hospitality and shift workers. Service hours must be specifically stated.</p>

	<p>Rural routes should meet or exceed the aspirations of the CPRE's 'Every village, every hour' campaign.</p> <p>There should be a commitment to 'no stranded passengers' including avoiding overlong journeys owing to delays and missed connections.</p> <p>The strategy states that "all areas are well served by bus". Once again, this is a vague aim that is open to interpretation. a clear definition of "well served" must be provided.</p> <p>ATTRACTIVE The aims the CPCA has stated here are by and large sensible. We believe that the core elements for an attractive bus service are:</p> <p>Reliable (times and places) Staff are customer-focussed Buses are of a good and comfortable standard When these standards are met the CPCA will have the opportunity for authentic marketing of buses as an attractive travel choice.</p> <p>EASY The strategy should view the concept of 'easy' from the perspective of a visitor to Cambridgeshire with no prior experience of our bus service. Would a visitor find it easy to find out how to use our buses, where and when our buses travel and how ticketing works?</p> <p>The point "Buses run at regular time intervals and with consistent frequencies" is crucial – people must be able to rely on the bus departing and arriving on time (with real time information if things go wrong).</p> <p>The point "Ability for people to transfer between bus and other travel modes (walk, cycle, e-scooter, car, coach, train)" should elaborate on what the transfer experience should be like. For example – transfer safely, easily and affordably. It should also elaborate on the impact that ticketing systems will have on transfers. There should be shared ticketing so that new tickets are not required when transferring across operators and transport modes.</p> <p>This section should also include the aim of simplicity. Passengers should be certain that they have the best/most suitable ticket and route without complex comparison of options.</p>
282	All very noble aspirations and I support them strongly.
283	I have just got home after catching a bus into town. The bus was just plain dirty, so hopefully that will improve!
284	Again who would not want this? What are you proposing and how will it be paid for. A Strategy will not get me to work. We need actual buses.
285	The simple fares and a unified payment system would be a great addition to modernize the service! I also am a big fan of the current bus tracking services online and would love to see that widely available and advertised (e.g., posters with QR codes at different stops, easy to use web and app interface)

286	The aims stated are a utopian dream, unrealistic and impossible to achieve.
287	<p>Key issues for you to focus on (which I can see are both currently lacking) are the Marketing, and also the provision of Waiting areas.</p> <p>Marketing: at present, this only seems to take place "preaching to the choir", i.e. bus services are advertised on buses themselves! There seems to be zero attempt to reach potential customers who do not already hang around at bus stops. A huge un-tapped market of potential customers is out there.</p> <p>Waiting areas: on two recent long-ish, multi-stage bus journeys, I was struck by the huge contrast between the pleasant comfort of the environment within the bus itself, compared to the appalling, unacceptable environment of the area where I needed to wait for nearly an hour between my separate services (each only hourly at that time of the evening, and not coinciding hence the long waits). In once case the changeover was at Drummer Street; a second time my potential long wait would have been at Addenbrooke's [in that case in fact I chose to exit my first bus where there was a 1.5 mile walk home instead, rather than wait 50 mins in the cold!]. You may aspire to more frequent services, and/or better through-routes, but really you could greatly improve the user experience within the current service routes and schedules simply by putting in safe, comfortable waiting areas at these key interchange places such as Addenbrooke's and Drummer Street. I'm happy to sit and read my book while waiting if need be, but in order to do that, the waiting area needs to be at least as safe and warm as the fancy buses are.</p> <p>As for 'Zero emission buses' - I view this as a 'nice to have', but really I would much rather you keep buses from the existing fleet running in order to ensure a larger overall fleet and therefore more services. Well-used bus services will represent a reduction in emissions compared to private cars anyway, so it does not matter so much if they are zero emissions, to my mind.</p>
288	I can't use a bus as I have a disability that prevents me sitting for any length of time. I don't see such disabilities catered for in any literature. Secure priority standing areas are needed with disability signage. Not all disabilities are the same.
289	Reliability very important
290	Where are all the buses and drivers going to park?
291	No risk-benefit analysis
292	<p>The aims quoted are completely generic, they could apply to anywhere in the United Kingdom or maybe even the world. They need to be far more ambitious and relevant to the Cambridgeshire and Peterborough area.</p> <p>Everything is lacking in detail and is too ambiguous and left open to interpretation which means it can't really be measured against the aims. I expect far better and want to see far better in the final version of the Strategy document.</p>
293	See my comment on the previous question. What matters is delivery of service improvements. Don't have a long list of nice to haves to get bogged down in. Find something you can actually do and do it !

294	The aims are correct, but need to be supported by clear success measures, which are currently lacking.
295	<p>But your aims are already at cross purposes. It is not possible to have bus routes that are both "direct routes with little deviation" and "connecting to places that people want to get to"</p> <p>Yes the bus services need to be improved, but not by penalising car drivers through a congestion tax. Buses cannot meet everyone's need all the time.</p>
296	<p>However, these aims are vague and very open to interpretation. There is no clarity about how success will be measured, which is vital if service providers are to be held to account.</p> <p>The document refers to a table about frequency which is not present in the document. Without this inclusion we cannot express support for any frequency. 'Frequent' will inevitably mean different things on different services.</p> <p>There needs to be a rationale for 'range of tickets'. Having a 'range' should not be prioritised over simple ticketing that can be easily understood by all users.</p> <p>There must be a clear definition of 'evening'. It is essential that buses are available for hospitality and shift workers. Service hours must be specifically stated.</p> <p>Rural routes should meet or exceed the aspirations of the Campaign to Protect Rural England's 'Every village, every hour' campaign.</p> <p>There should be a 'no stranded passengers' aim including avoiding overlong journeys owing to delays and missed connections.</p> <p>The strategy states that "all areas are well served by bus". Once again, this is a vague aim that is open to interpretation. a clear definition of "well served" must be provided.</p> <p>Attractive: The aims the Combined Authority has stated here are by and large sensible. The core elements for an attractive bus service should be:</p> <p>Reliable, times and places Staff are customer focussed Buses are of a good and comfortable standard</p> <p>When these standards are met the Authority will have the opportunity for authentic marketing of buses as an attractive travel choice.</p> <p>Easy: The strategy should view the concept of 'easy' from the perspective of a visitor to Cambridgeshire with no prior experience of our bus service. Would</p>

	<p>a visitor find it easy to find out how to use our buses, where and when our buses travel, and how ticketing works? This is certainly NOT the case at the present time.</p> <p>The point “Buses run at regular time intervals and with consistent frequencies,” is crucial – people must be able to rely on the bus departing and arriving on time (with real time information if things go wrong.)</p> <p>The point “Ability for people to transfer between bus and other travel modes (walk, cycle, e-scooter, car, coach, train)” should elaborate on what the transfer experience should be like. For example – transfer safely, easily and affordably. It should also elaborate on the impact that ticketing systems will have on transfers. There should be shared ticketing so that new tickets are not required when transferring across operators and transport modes.</p> <p>This section should also include the aim of simplicity. Passengers should be certain that they have the best/most suitable ticket and route without the complex comparison of options which is currently required, and which increases dwell-time at stops while passengers seek the best travel deal from drivers.</p>
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Appendix 1c: Comments to Q7. How much do you agree with the four main principles of delivering the Bus Strategy?



Response Number	Please explain why, if you wish, and add any other comments you may have.
1	Cost effective way...What does that exactly mean
2	Itsunaffordable
3	So very well having such idealised aims, but had to work in practice. Our local bus service is appalling and has been gradually degraded over the years. We need more than a vision for improving it. We need a bus service!!
4	We have several providers in this area and it would be great to see them work together to provide better service
5	Flexibility should be built in with regular reviews.
6	Buses should be generic, as seen in London and what is proposed in Manchester.
7	The private companies were bankrupt and you faffed around. The government and local authority subsidy is millions yet you are unable to provide a proper service. Useless spending too much money on administration and management.
8	<p>Page 12 states "Services radiating out in all directions from Cambridge and Peterborough to market towns and villages. Some of these will offer more direct route s with fewer stops, making journeys faster.".</p> <p>The bus from my village used to run every 30 minuets - it was ran by PCC, it was a fare price and it got people to where they wanted to go in good time. Now that stagecoach run the route, i don't even consider using the bus. Its cheeper for me to drive into town and pay to park in a private carpark, not to mention its quicker and easier, allowing me to change my plans and take my time.</p> <p>The fact that the bus that comes to my village takes a very long route around the city it stupid, it leaves Newborough, and gose around werrington (Along the same route where there is a bus every 10-20 minuets) and then heads out the back of werrington into dogsthorpe, again where there is already a regular us service. It dose not pick up any other passangers in thease area, mainly because they all get on to the more regular, direct busses. It takes upwards of an hour to get into the city centre via bus, and then how ever long for onwards travel on other buses. Its discusting that stagecoach thinks its okay to waste peoples time just to attempt to squeeze more profit out of a route. If the route isn't filling there back pocket enought then that there problem, they are the ones making it out like there 'heros' providing a 'public servive'... Getting the bus is pointless for me, end of... should i get into the fact that a bus arrives in the sleepy village full of elderly people at midnight?</p>
9	What about addressing the current problems first? Operators that fail to operate published timetables and let down commuters on a daily basis.
10	Reliable bus service will encourage residents to not use their car, better for congestion and environment.
11	The growth in passenger numbers aimed should be the primary aim. An integrated public transport system will achieve the same.
12	More people in the UK uses buses rather than trains but trains usually get all the investment. Need to ask UK Government for more investment.

13	With the current issues with bus driver recruitment, this will undermine the delivery of any strategy
14	are the combined authority capable
15	You will not get regular buses if it continues to be inter political arguments all the time. How about the planners using the buses for a week to see how things really work
16	Meaningless clap trap to avoid accountability. Where are the OBJECTIVES?
17	Not sure point 2 should be driving decisions. Rather creating an income stream that will mean the council can sustain this service over a long period
18	Principles are fine - it will be interesting to see how aims can be achieved.
19	This is all corporate business speak. Why does it matter to bus users if the bus service is " Using the best operational model of provision to achieve the necessary step change in the most effective way" - what does that mean for us?
20	Private companies put profit first - that is why they exist. They always have better contract negotiators than the Authorities because they pay them more and they specialise. If they fail to make sufficient profit they can pull out - usually because penalty clauses are not good enough - and the Authorities pick up the tasks and tabs.
21	Just need to make sure services are not at the whim of private operators
22	Accepting the bus strategy is both inadequate and deficient it therefore follows that the underlying principles are also incapable of delivering the solution required. A re-hash of old ideas that have consistently failed to deliver a reliable service is in itself doomed to failure.
23	Important to consider working with surrounding counties that people live in but work in Cambridge. A bus service focusing on Cambridgeshire and Peterborough does not address this
24	Pie-in-the-sky, unachievable
25	More ambition along the lines of 'have you stopped beating your partner?' There can be no opposing these aims, but they are meaningless without budget and providers to deliver
26	Good luck - it's never going to work.
27	The financial backing is needed if this were to ever come to fruition
28	Again, if it happens.
29	Where is evidence on where people are travelling from and to?
30	TING was good but under the new provider it is terrible
31	I would 'make it not for profit' reinvest and keep fares low
32	The principles could relate to any mode of transport....not necessarily buses. In fact would make more sense if you were talking about an overall transport strategy. As it stands it is meaningless.
33	Agree need partnership working
34	I Partnership and integration If Stagecoach had competition it may help to improve their service
35	MOST importantly, profitability should not be a factor. Obviously you want it to be viable but there will always be routes that are not and these should be retained as they are often used by those most in need of a bus service.
36	It all states the frankly obvious.

37	Villagers need to connect to other essential services outside the village, ie doctors, dentists, shops etc
38	When implementing strategies, it would be good to think beyond the 'growth' of the company (doubling passengers, making profit, etc), as bus service is and should remain a service for people.
39	A continuous cycle of passenger growth is not sustainable unless you have exact provisions in place to accommodate for a further need of more busses. Don't just keep piling more and more passengers onto existing busses as you do now.
40	I think you have to look at funding and providing a lot more bus routes than are available now before doing a survey asking people about what they think of bus services when there are next to none to start with!
41	For this to work, the provision cannot be driven purely by commercial considerations, so a strong degree of democratic "ownership" is required. Conversely, it can't be subject to changes in political representation. This will be an incredibly difficult balance to strike...
42	Make using public transport more attractive than travel by private car.
43	Operational model of provision appears to confine itself to thinking of buses, whereas this may not presently be the case and may well change in the future before 2030 in some cases.
44	Re buses that need an app on a smartphone - I don't have a smartphone. how would this work for people like me? Buses need to be inclusive, and many people, especially the elderly do not have smartphones.
45	not exactly revolutionary
46	Is delivery achievable.
47	Yes. This is the ideal. But, will it be achieved. There needs to be political will!
48	A lot will have to be done to encourage current car drivers to change and use the bus network.
49	Typical gobbledygook from Local Councils who are incapable of managing budgets and providing services for rate payers. Use the money on repairing the public highways.
50	See my earlier comments - these are all nice words but they don't address the big issues.
51	Just generic utterances - what is the model going to look like, which partnership. Hat is integrated with what, ...
52	<p>I agree with the partnership and integration principles of the strategy but I don't think that a 'build a good service and they will come' model will be enough to snap people out of the habit of using the car on its own. At least not quickly enough for the bus network to become self sustaining and successful longer term. Bus prioritization is great but should be implemented alongside measures to discourage people from using their cars. I have a car and admit that it generally appears far more convenient for me to use it over the bus or train as I can get to my destination (or free parking within walking distance) for half the price or less. The price of using the car is even lower when taking passengers vs travelling on the bus (£12 for two adult return tickets to the city and back vs £3 fuel costs in the car). I'd be willing to sacrifice some time possibly spent in traffic for that saving.</p> <p>Also, I would be wary of creating monopolies on bus lines as it risks the</p>

	companies becoming complacent with passengers having no alternatives. Is it possible to award multiple contracts, have shorter contracts or have a council-run competitor to keep the companies honest?
53	Waste of our council taxes to fund these levels of bureaucracy. Get rid of the Combined Authority and give the money to the district councils who serve the residents.
54	Believe in integration. I would like to see the evidence that you will get passenger growth considering the Ting service introduced couldnt provide those numbers. I certainly dont think it will happen if you introduce a congestion charge, well not to the figures you may think. No transparency on the growth here or the current numbers.
55	see previous note
56	I have no idea what any of that means in real terms.
57	Reliability of service is absolutely necessary!
58	Don't understand what a 'continuous cycle of passenger growth' means. The maximum is 100% of all passengers, what is a 'continuous cycle of growth'. Growth is growth not a cycle.
59	Is Partnership sufficient to achieve the aims? Do we need to go down a franchise route to allow busy city routes and currently less busy rural routes to be linked together to maintain a robust system across the whole region?
60	Principles are fine but irrelevant if delivery is not apparent.
61	I don't understand the terms. One part of a strategy must be a long period of engendering acceptability of the offered service.
62	Getting people on busses generates revenue and can reward private operators, but cross subsidy is essential - I agree that a reliable attractive service attracts users and then revenue. A good service (even at unpopular times) is needed to make it possible to ditch the car.
63	Build trams, make it publically funded and have efficient and frequent suburban connections with trains and buses into the city. THEN, people will trust your public transportation enough to park their car or take village bus to connect with city trams that will never get stuck in traffic and will always be more appealing than a cumbersome bus that is always at the mercy of traffic. It would be lovely to say buses will never be stuck in traffic if there are so many that people will use them over cars but you are delusional and naive if you think you can switch a smooth car ride for a jostling bus. Trams operate smoothly and quickly. Trams are the way to go not more of what you already have: ineffectual and unreliable buses.
64	Make space for bikes on some routes
65	Lot of unachievable aims put together in a word salad.
66	The strategy is uninformative. We're asked to agree with motherhood and apple pie. It's a waste of time and public money to to consult on this and the responses to the closed questions are meaningless.
67	An agreement will give you licence to add any bus route however much damage it will do
68	No need for it! utter white elephant-well done!!

69	Ref to Q 1 with the addition - LA and Combined to use their duty to cooperate eg Rutland have just got £22m levelling up - could some be used to connect to Stamford and Peterborough via wittering, Wansford, castor&Ailsworth, Bretton Centre & Peterborough Before Christmas 2020 there was an excellent understandable consultation for Cambridge with proposals based on Spacial Strategy. It was clear what it meant in terms of delivery. This vision is meaningless Based on Spatial strategy in Peterborough: medium size villages to have hourly bus services, Small villages to have an extension (original) of Call Connect - UNLESS there is a significant resource used by other villages such as a medical centre of post office.
70	Needs to be flexible to adjust to change there are several routes that could best be served by smaller vehicles e.g. mini buses.
71	I mostly agree with the 4 principles. However, partnership with private companies doesn't work now and it won't work in the future. All UK buses should be under the direct control and management of elected local authorities
72	The operational model will require that smaller buses are used where a service is essential but overall numbers are low. A degree of route flexibility, prior to on demand services in the future, is also necessary if the service is to convince sceptics
73	It's a nice principle but doesn't mean much when there are no buses you can actually use
74	The strategy relies on increased staffing and investment by others - no mention of incentives for them to do this
75	Not if it is being funded by the congestion charge
76	Integrates with trains.
77	But again, the provider needs to be accountable and held to account. Too many of their services are a running joke.
78	I read through the strategy and did not find anything to address any of my pain points: 1- Add a stop before the busway bridge to the biomedical campus and cut my journey to the station 5 times! 2- Make busway safe for the cyclists and pedestrains 3- Make a high speed north-south bus route. Journey time on buses during rush hour is insane. Either you add high speed bus routes or buses are as unattractive as they are now
79	Passenger growth will lag service improvement
80	Convenience and cost are really what most people are interested in and improved health and environmental outcomes.
81	Needs to consider people's work times How clubs and activities run so people can get to events and back
82	We need rapid hub to hub buses that do not stopped every 2 minutes. For example biomedical campus to Eddington. Only with this will people seriously consider taking buses for medium length commutes
83	These four principles seem - on paper - good ways to facilitate much needed improvement.
84	It's not partnership if you charge a congestion charge. That's division.
85	No bus in my village.

86	If the service becomes regular and reliable it will survive.
87	I think it is important to state that the reason the bus service was cancelled for Wittering and the surrounding villages was lack of use. Therefore, I believe that careful consideration should be taken in the amount of services to these areas, so they remain financially viable.
88	I don't understand the very vague statements above which have little meaning in terms of actions and timetable
89	Whilst I understand the need to be cost effective, in the past this has meant excluding routes which do not make enough money in favour of those which do. Unfortunately this leaves people in rural communities, who are far from the nearest amenities and services, neglected.
90	Agree with aims, but sceptical about delivery
91	Villages and towns are constantly increasing in size so if the buses are there, and reliable they will be used
92	Enhancement of service and conditions of bus stop waiting area/information needs improvement
93	Making a bus service available would be so beneficial and I believe you would have a constant flow of passengers. Even if the bus service was only 2-3 times a day. I also feel it would open up opportunities for people who are unemployed to get jobs if they don't drive.
94	Unfortunately using 'the best operational model', usually means cuts to services as happened in our village.
95	It's a bit jargony and vague. The earlier parts were in plain English, this leaves a lot open to interpretation.
96	Unless as part of your delivery strategy you were committed to providing bus services to and from Turves, the programme is largely irrelevant to me.
97	Principles are fine but irrelevant if delivery is not apparent
98	What about 'accessibility for a diverse population' as your fifth main principle?
99	Bus services that are privately owned should not be subsidised. These are private businesses and need to be operated on a commercial basis. Where services are cancelled, community initiatives should be used to fill the void. (Similar to FACT in March).
100	all sounds nice, but nothing specific on how. Prefer improvement with minimal impact on environment by use existing travel corridors, even if this reduces connectivity.
101	continued passenger growth may not be sustainable in the long term
102	It's meaningless management speak.
103	As a non-driver I NEED buses!
104	Apart from "passenger growth" which is understandable, the rest of the wording is just "blah blah blah".
105	While the principles may be aspirational delivery is another thing and I can not see the delivery being achieved with the current commercial provider
106	A cycle of growth and improvement is important but it's chicken and egg, you will only grow customer numbers if the starter service is reliable and frequent enough to drive a personal change such as commuting by bus.
107	We need a bus service to reduce social isolation.

108	by
109	Been convinced about the green use for the service
110	There is no mention of help for disabled
111	We should strive to enable travel by public transport and reduce the number of cars.
112	put never is a previous box as iur bus service from Peterborough to Stamford was stopped 2 years ago causing a great loss for the community we would support and need a bus service
113	People will use a reliable well run bus service with a decent timetable.
114	Are communities an equal part of the partnership or will they get what they're given?
115	The more buses plus a timetable you can rely on means more passengers.
116	Not sure how you will deal with franchise if no bidders
117	It's NOT a strategy we need in our area it's an actual bus service . Without a vehicle we are trapped in our village .
118	Growth will only happen by working in partnership with others including the communities and client groups which they hope to serve alongside the operators so that they can operate at a level of profitability to maintain and grow the services
119	Need much more detail
120	See previous comment.
121	The principles are fine but in my opinion the "best operational model" is not franchising in a largely rural county. Far too expensive for the taxpayer for a start, and you can achieve your main aims without it.. Partnership with operators and getting the basics right can work just fine if done properly. You can run "an integrated network" without franchising - it's largely about getting the marketing right.
122	Partnership with citizens should not rely on surveys but include creating multi-stakeholder groups across the County that can contribute ideas and opinions in the immediate and long-term development of the bus services. PS. Technically the 1st principle is an aim.
123	its essential to also focus on reducing the carbon footprint
124	Pre booking a bus is not always the solution a day before
125	The document doesn't currently state clearly enough the dependence of all the partners to deliver the Strategy. Great emphasis needs to be made of the role of other partners and their accountability in supporting the CPCA in delivering the bus (Public Transport) ambition) this has to be much more than just operators.
126	Unachievable, wishful, unaffordable, nonsense
127	Buses are simply not ambitious enough and highly unlikely to be efficient and convenient in 10-15years time due to continued growth in the combined authority region. Think bigger and more long term.
128	I don't think there are sufficient staff (bus drivers) to deliver this plan.
129	Again, poor services will not attract passengers then bus companies say there are no passengers so we will cut services further. It is high time to reverse this trend and provide services which will attract passengers
130	You are incompetent

131	Whereas I agree that passenger growth is an admirable target, you can have that if the services are failing. I am a strong believer in subsidised bus services to help free up our roads but you have to acknowledge that for older people and often youngsters with kids for multiple drop-offs, a car is much more convenient. You must accept that you will never remove cars from village locations - we cannot survive without them
132	While all 4 principles are important I believe that 1 should be the ultimate principle but that principles 3 and 4 are fundamental to delivering it. In contrast, I believe 2 is less important than 3 and 4, although what is the 'best operational model' will vary dependent on local geographical and market circumstances. The CPCA's speedy delivery of 3 and 4 is essential, and this speed may be impacted by which operational model of provision the CPCA decides to adopt.
133	Once again - how do people know that the resources will be in place - both. Buses and drivers - for this to actually materialise.
134	Again, it says the nice things, but the institutional and structural barriers are entrenched and cannot be resolved at a local or regional level. Ministers created these problems, and it's up to them to resolve them.
135	Partnership? Integration? - all that's needed is just a decent, trustworthy operator who understands the basic needs and principles of conveying passengers from A to B, and knows how to treat drivers properly with suitable hours for the job to maintain safety and personal health of the workforce.
136	Just cannot see it happening
137	The relationship between the Authorities and franchised provider of services is crucial. Stagecoach operates from an ill placed 'depot' on Lincoln Road in Peterborough. Buses that run are not well maintained nor clean. Often displaced from Bedford or Cambridge vehicles are used in Peterborough. Why is Peterborough constantly the recipient of these vehicles that don't meet the strict standards in Cambridge?
138	True integration must be the aim. This means providing services that include railway stations, with timetabling which suits the trains. Long term planning which means a bus route will not disappear after a couple of years. Users can then plan their lives around the services. This used to be the norm before deregulation. Cambridge desperately need a proper urban light rail system. A tram on rail network is seen as permanent, whilst buses now have a reputation of here today gone tomorrow.
139	please make the bus system as good as the one in London. I understand that it is heavily subsidised, which is fine
140	But I think Nationalised buses would make this easier to achieve.
141	Passenger growth can only come as a key result of achieving the bus strategy Moreover is it necessary especially for rural area? And over how many years is that growth expected?
142	Again, not enough provision for disabled etc. Users

143	<p>Achieving a continuous cycle of passenger growth and service improvement"</p> <p>Growth in passenger numbers/journey numbers is essential to maintain the income to sustain the bus service.</p> <p>The strategy should be explicit that bus priority measures are about prioritising buses over motor vehicles so that there is road space for buses to flow. Investing in buses that will be constantly stuck in traffic will be pointless.</p> <p>Bus prioritisation strategies must be in line with the 'hierarchy of road users' – a concept that places those road users most at risk in the event of a collision at the top of the hierarchy – and be considered with other transport strategies like the Greater Cambridge Partnership's proposed Sustainable Travel Zone. Bus priority must not be at the expense of active travel.</p> <p>"Using the best operational model of provision to achieve the necessary step change in the most effective way."</p> <p>This principle should be rewritten in language that is meaningful to bus users and free of corporate jargon.</p> <p>This strategy must be clear about how bus driver recruitment and retention will be improved. There should be more information about better conditions, pay, career progression and flexible working hours for bus drivers.</p> <p>Consideration should be given to following the example of the West Yorkshire Combined Authority which has appointed a training provider to run a 'Route to Success' programme, in partnership with local bus operators, designed to bolster the number of bus drivers in the region.</p> <p>The operational model must also consider partnership and on this issue we strongly recommend franchising.</p> <p>Partnership</p> <p>For bus services to be sustainable and this vision achievable there must be increases in passenger numbers. The strategy must be clear about how it will be delivered: the Cambridge Sustainable Travel Alliance's view is that franchising will be required.</p> <p>Integration</p> <p>This principle must elaborate on improvements being made possible by integration with other transport strategies (e.g. Cambridge City Access). Buses can't run at regular time intervals with consistent frequencies unless priority measures allow them to avoid traffic jams.</p>
144	<p>Most users do not care about growth in numbers, that is a business interest. The best operational mode - best for who?- for example I would not travel on a driverless bus.</p>

	3& 4 not really comments applicable to users 3 & 4 are
145	Unclear what partnership and integration means in this context. The principle of working towards continuous growth seems ambitious, perhaps an aim around meeting demand and customer satisfaction
146	Make it fast, efficient, and cheap, then all will use it!
147	Personnally, as I'm not going to change how I currently travel around Cambridge, and am aware of current minimal use of buses on routes near were I live I'm sceptical of the need for this.
148	<p>I want you to deliver a bus strategy, but I have no hope of you actually doing so because the way it is written is not centered on USER NEEDS. Please tell me how you are going to meet the user needs of the citizens of the combined authority for bus travel. Start with the users most vulnerable to stranding.</p> <p>You also don't make it clear that the main ways successful delivery will achieved is via franchising and road space reallocation away from private motor vehicles.</p> <p>---</p> <p>Delivery needs to include significant attention to communication with the citizens of the combined authority. In both Cambridge and Oxford there is currently:</p> <ul style="list-style-type: none"> - a large collective of local people organizing (Gilets jaunes style?) against congestion charging, see https://eastangliabylines.co.uk/cambridge-residents-up-in-arms-over-congestion-charge-proposal/; and - well-organized fascist groups who have backing from global right-wing operators like Jordan Peterson mobilizing against the climate change policies we need to survive and adapt, see https://www.opendemocracy.net/en/oxford-15-minute-not-our-future-city-david-fleming-conspiracy-theory-covid-death-audit-fraud-scam/ <p>The combined authority MUST get the message across that delivery of this service ensures freedom of movement AND better health through air quality improvement AND adaptation to climate change ALL of which are essential over the long term. This is essential to stop the former group finding common ground with the latter group, which is essential to our local democracy.</p>
149	An integrated transport strategy is required to deliver a frequent and reliable bus service connecting to where people want to go. Connectivity and a comprehensive network providing a direct connection is a key consideration.
150	I think what is needed is bus franchising and either congestion charging or workplace parking charges to generate a sufficient cash injection to deliver the step change in level of bus service that is needed. Partnership is a good concept but will not deliver the level of modal shift that is needed.
151	Delivery is all about you, not the passenger

152	Contracting "Using the best operational model of provision to achieve the necessary step change in the most effective way" and "Achieving a continuous cycle of passenger growth and service improvement ". the wording is a get out clause when it is not achieved or unviable.
153	Just common sense
154	The current operation model does not work, so alternatives must be implemented
155	I fear that the cart is currently being put before the horse. Bus operators need to be efficient and reliable. Cambus and other elements of Stagecoach East are nowhere near that. Just one example will demonstrate my assertion.Your case study of the busway is way off. The timetable is nonsense. A & B services run very closely together so that the second bus will not pick up many passengers on the way. At peak times of course they do not need to but even here there is a problem because in the evening some people are left behind partly because people going to Orchard Park from the city take up places needed by longer distance passengers.At times quite often we will get 2 service B buses one behind the other. They will overtake one another and all too often the one that is pulled off at Huntingdon is the second one leaving those who want to get to the hospital having to wait. I now try to get a bus earlier than I need to because of unreliability. If a service is unreliable many people will just get in a car. As I am retired I try to get a bus much earlier than needed.
156	N/A
157	It hasn't worked so far what's going to be done differently to make it work going forward.
158	I do not want to see drivers footing the bill for this project which is inequitable znd grossly unfair.
159	For me, environmental improvement is the key principle
160	Where I live we have access to an "on demand" service. However, it is never available until mid-morning and again not available mid-afternoon, both because of school demand monopolising the service.
161	Item 1 ok rest "jargon"

162	<p>1. Achieving a continuous cycle of passenger growth and service improvement: This principle mentions an injection of investment but does not mention the congestion charge. This is disingenuous. This principle does therefore not explain how the strategy will be delivered at all. A congestion charge is completely unworkable for residents of Horningsea because, as pointed out in previous questions, Horningsea residents will not have access to an improved bus service at all. Even though you state that "all areas" will benefit from a regular improved service. If residents of Horningsea are still having to rely on their cars, they are being penalised twice. Once by having to pay the congestion charge and twice because they have no bus service available to them.</p> <p>2. Using the best operational model of provision to achieve the necessary step change in the most effective way. It is hard to see how this model (franchising) is going to be able to provide a better service. With the network fragmented between different franchises the system is opening itself up for confusion. Some franchises may not be sustainable because they have some of the worse routes in the area. These franchises may not have the ability to compensate that with revenue from busy routes. Fragmenting the area in this way will have a detrimental effect. The strategy does not explain how this will work financially. There is no business plan. To deliver a strong bus service it should not be fragmented. And if the current model of one provider does not work, the authority should strongly consider taking over the service themselves. Because there is no business plan, we have not been shown the three options that are laid out in front of us. (Franchise, Single provider, council provided service). There is no proof in the strategy that a franchise is indeed the best operational model.</p> <p>3. Partnership. Partnership are notoriously difficult. There is a real danger that this will become a situation in which no decision can be taken because there are too many cooks in the kitchen. It is unclear why "management of highways and local parking policies" are relevant to the bus service. With this many parties (commercial, voluntary, authority) in the system, fragmentation of the service and disagreement about service provision will be a serious risk to the service. The overhead of coordinating decision-making will be too great for the service to be able to focus on service improvement. Coordinating budgets and spend from this many parties will bog the service down in red tape and create a monster that cannot operate efficiently or be financially viable.</p> <p>4. Integration. The text of point four does not talk about how integration will be achieved. It merely mentions "other more specialist types of transport". It does not explain how this will be achieved, what these types of transport are and how residents would get access to them. If this is not understood and made available in an easy way, residents will revert to their known form of transport (their cars) and the strategy will be unsuccessful.</p> <p>In summary, words like "continuous cycle", "best operational model", "partnership" and "integration" are meaningless if you don't explain what they, how they function and how they will deliver a service that encourages people to give up their cars for the bus. Not once have you convinced motorists for which journeys they would be better off using the bus service.</p>
163	<p>Again, lack of ideas how to attract the trade to people so new drivers can be hired.</p>

164	Lovely theory. Practice?
165	These principles seem vague and difficult to monitor.
166	The principles are visionary but they would benefit from following SMART principles to ensure they are followed.
167	Partnership is very important, especially with elected Members. There was a recent meeting in Peterborough with Members, council officers and a CPCA representative. The meeting was very positive in updating Members and listening to feedback. We would encourage further engagement as the Bus Strategy develops further.
168	Passenger growth is an essential pre-requisite to ensure sustainability of services and service improvements. Operational models (no 2) is not very clear but presumably refers to pages 12-13 of the strategy which highlight busways, TING etc i.e. different models of provision. Partnership (no 3) is equally vague - we assume from page 11 it could mean an 'enhanced partnership' or franchising. Living Streets thinks franchising is more likely to succeed in creating an excellent bus network and enable ease of pedestrian access to and between buses.
169	Not too much use of profit- driven private companies
170	Again, sounds good in theory but far far too general to be very useful for this type of consultation.
171	It must be clear that franchising and road reallocation will be required. It's important for the local authority to be able to set fares and enable more profitable routes to subsidize loss-making ones. The principles should be less vague.
172	These principles will only be brought to reality by all the different areas of local government working together. eg Highways will need to build bus priority into junctions and road systems and restrict parking to give buses access in residential areas. Planning will need to ensure bus-friendly routes through new developments.
173	I think accessibility should be key
174	This section is hard to understand and doesn't provide specifics, like franchising, which are clearly needed. Demand-responsive transport also looks like an option that could be more widely exploited.
175	Loaded question again!
176	Good principles
177	While I agree, again these are vaguely defined. Specific, ambitious goals are required to ensure accountability. Franchising and road reallocation are both necessary in order to achieve the wider aims, this should be acknowledged and clearly stated. Investing in buses that will be stuck in traffic is pointless, so allocated roads are required in congested areas, this must not be at the detriment of active travel. Other cities show how bus franchising is effective at encouraging competition whilst maintaining control. I don't believe there is an effective alternative, the authority must not be kowtowed by Stagecoach and their monopoly! I don't understand this phrase: "Using the best operational model of provision to achieve the necessary step change in the most effective way" it should be rewritten in plain English. Recruitment is a key risk to expanding bus travel in our area. I'm not clear from the strategy how this will be addressed.

178	see response above - and note that the terms above are so vague and disguise the damaging nature of the actual proposals
179	I do not know whether the combined authority will make better decision on routes, timetable and fares than private operator. I can see pros and cons to that approach, hence why I do not strongly agree.
180	Busses won't ever replace personal transport
181	Bus has to be reliable in the long term. If services can be removed, then they cannot be trusted. We saw this in the pandemic: bus services were taken away, even when needed, hugely increasing journey times. if I cannot trust that the bus will be there in future years, I will not commit to it.
182	They've cut some times like lateness of busses ie barhill some people I know live on barhill work in Cambs and now have to get taxi home because the busses have changed.
183	Point 2 makes no sense really. What step change? And where is your financing proposal in the points above please?
184	General point- very cumbersome wording which is quite inaccessible. Less corporate terminology would make be better. Relying less on company profits making vulnerable people on less commercially attractive routes addressed is good On point 1 - transparency on funding plans and use of congestion charge (if introduced) should be made clear
185	Still a dream. I do not support a congestion charge.
186	The strategy has good aspects/intentions, but is vague. Too vague to measure IMHO. It needs to be clear that bus priority over private vehicles is a (necessary) feature/objective. Bus services cannot be reliable unless congestion is removed (or bus priority measures exist at all possible congestion points) The Road user hierarchy must also prevail - an improved bus service must not be at the expense of active travellers.
187	It will only work because drivers are going to be taxed to use the roads.
188	It's not achievable
189	Forcing people to use an outdated bus service by bringing in congestion charges is not right.
190	It will never happen
191	Cars are still needed due to health conditions
192	Disagree in getting this funded by the congestion charge
193	I understand you need money first. From us, the people. So I say a firm NO. Every year e.g. council tax goes up, and what do we get out of it? The quality of services goes down drastically, it's a tragedy who we have as decision makers and how they manage our money. I do not agree to any proposals to extort money from us.
194	Again they assume buses are the best way of enabling people to do everything they currently use cars, or other vehicles for. Why is continuous passenger growth a principle? 3 and 4 are vague, meaningless and impossible to measure.

195	Cycling should still be encouraged rather than pushing for additional buses and bus lanes
196	if you want us older ones to give up our cars drop the bus pass age down to 60
197	This is a tax on residents to pay for a service I do not use...
198	In paper falls into place but in reality how many people are able, willing, afford and have the time to wait in all weather for a bus?
199	Why don't you take your plans to China and get them to implement them? They are the heaviest polluters on the planet! Why should we suffer because of China?
200	Gosh these statements are all very nice and great sound bites. But it has to be deliverable and not "cloud cuckoo" plans as the public will see through this.
201	Sustainable travel system is vital to achieve
202	How do you have more passengers? Have more bus services. this is not mentioned in the bus strategy. It is WHERE the buses go that matters.
203	Also if you're going to grow the number of passengers you need more room for wheelchairs and prams. When I try to take the bus with the kids I am already constantly being kicked off the bus because there isn't enough room (folding everything up isn't practical for me)
204	No explicit mention of public control/franchising. No explicit mention of infrastructure change, e.g. road use reallocation Points 1&2, as worded here, are vague and full of jargon - could mean anything
205	Big words. Get real.
206	Integration is a very difficult thing to do so it's good to prioritise it
207	The policy should be mindful of the need for further growth and ensure that implementation at this stage allows for increase in capacity of fixed facilities in the future and does not block future growth of other transport modes. 'Partnership' must take proper account of public ownership and user involvement.
208	All words. Good words but how are you going to find the bus drivers especially at unsociable hours etc. My daughter is a paramedic, she needs a reliable fast service to Addenbrookes especially during her night shifts. She also needs to carry spare uniforms etc, at the moment it is quicker and easier for her by car. How will you persuade her to use a bus?
209	I agree with these, but again, think that they require expansion, clarification, and they need to be more specific. At a glance, I don't understand what they mean, which harms the public perception of the strategy, and again leaves room for watering down of commitments.
210	What you mean to say is you will block our highways to vehicle users. This will cause our local economy to collapse. 30 means more of our rates are going to be wasted. 4) Integrate what?
211	Successful delivery will require franchising and road space reallocation
212	But this is nothing new. its stating the obvious. Why has it taken so long and at what cost? Pathetic progress.

	What is missing is understanding geography of a medieval town like Cambridge is not suitable for buses. Word Search- no mention of Heritage?
213	More ideology being touted over basic practicality and implementation strategy. I don't use busses in Cambridge because they aren't practical or useful. A 10min car ride = 50min EXPENSIVE bus ride. NO THANKS.
214	The rolling back of deregulation is a good idea. However, it could be more ambitious - why not cut out the middleman and have local government run the bus services directly without the involvement of rent-seeking private companies?
215	I do not see that Partnership working can achieve the objectives, and may just delay the needed actions for franchising
216	In truth I struggle to see how these aims will be achieved and the principles adhered to without the bus systems being publically managed rather than privately funded.
217	1. Should aspire to meet, not create demand; 2. Funded by a combination of: tourist tax, Workplace Parking Levy (as in Nottingham), Community Infrastructure Levy (as in East Cambs), and Land Value Tax (as was used in Cambridge 200 years ago). 3. Publicly owned. 4. Yes, with light rail.
218	You will need franchising and road space reallocation to achieve your goals - this needs to be mentioned in the vision. You cannot bring in the changes you want without control of the buses and you cannot improve the reliability and speed of the buses without being able to change traffic conditions.
219	CA needs to work very closely with county districts, city and gcp.
220	This is again poorly worded. Assume option 2 is Franchise and 3 is enhanced partnerships? Which are kind of mutually exclusive?
221	You cannot treat rural locations the same as city ones & neither side wishes to pay extra for what will not benefit them.
222	All rather vague! When I am too old to cycle, I hope the buses will be able to operate on roads that are free-enough of cars...? Getting people out of their comfortable cars is difficult: it means comfortable buses and bus stops. For instance, if the stops are not sheltered from the rain, who wants to stand there waiting for a bus?
223	On paper, it looks good but you have to be realistic and ask why are you doing this and why would someone switch to a bus from a car. The answer is they won't unless they are forced to or if it takes less time or costs less money which it won't unless the charge is introduced. So to make this work you need the charge but the charge is going to be unfair to the poorest. I don't see how you can mitigate this without banning all vehicles (excluding goods, residents, disabled and taxis, etc.). Maybe you should. I believe you could if you had a functioning tram service that people might actually use.
224	Difficult to disagree with such bland, non-specific statements.

225	Privatisation is a disaster
226	The plan currently is to charge car, van, motorbike and lorry drivers to meet the costs of these buses. And bus journeys cannot meet the requirements of many of those drivers, so they will be paying for their own travel AND buses. Try taking plumbing tools or carpentry equipment on a bus every day to work.
227	<p>Principle 1: Achieving a continuous cycle of passenger growth and service improvement Growth in passenger numbers/journey numbers is essential to maintain the income to sustain the bus service.</p> <p>The strategy should explicitly state that bus priority measures are about prioritising buses over other motor vehicles so that there is road space for buses to flow. Investing in buses that will be constantly stuck in traffic will be pointless.</p> <p>Bus prioritisation strategies must be in line with the Road User Hierarchy (which prioritises active travel and public transport over private motor cars) and must be considered with other transport strategies like the Sustainable Travel Zone. Bus priority must not be at the expense of active travel.</p> <p>Principle 2: Using the best operational model of provision to achieve the necessary step change in the most effective way This principle should be rewritten in language that is meaningful to bus users and free of corporate jargon.</p> <p>This strategy must be clear about how bus driver recruitment and retention will be improved. There should be more information about better conditions, pay, career progression and flexible working hours for bus drivers.</p> <p>The operational model must also consider partnership and on this issue the CSTA strongly recommends franchising.</p> <p>Principle 3: Partnership For bus services to be sustainable and this vision achievable there must be increases in passenger numbers. The strategy must be clear about how it will be delivered: our view is that franchising will be required.</p> <p>Principle 4: Integration This principle must elaborate on improvements being made possible by integration with other transport strategies (e.g. Cambridge City Access). Buses can't run at regular time intervals with consistent frequencies unless priority measures allow them to avoid traffic jams.</p>
228	This is all well and good, but you need to be more explicit that the only way to achieve this will be a) a radical shake up of the ownership model of the bus network here; and b) a commitment to reallocate space to those doing the right thing and travelling by public transport and active travel.
229	I agree but it won't help if I have my weekly shopping to carry

230	Another pointless question
231	I would like to see a better connected network throughout the county
232	Unrealistic and impossible to achieve.
233	Just get on with it!!!
234	Need to ensure that buses have priority over other motor vehicles (but not active transport) so that they aren't stuck in traffic, which will deter users.
235	<p>I agree with the principles but they are too vague.</p> <p>Growth in passenger numbers/journey numbers is essential to maintain the income to sustain the bus service. The strategy should explicitly state that bus priority measures are about prioritising buses over other motor vehicles so that there is road space for buses to flow. Investing in buses that will be constantly stuck in traffic will be pointless.</p> <p>Bus prioritisation strategies must be in line with the Road User Hierarchy (which prioritises active travel and public transport over private motor cars) and must be considered with other transport strategies like the Sustainable Travel Zone. Bus priority must not be at the expense of active travel.</p> <p>You need to be clear about how you're going to increase passenger numbers. Franchising is essential to this.</p>
236	Transparency over services is needed, obligations, expectations, key performance indicators and penalties, as current providers have been unregulated.
237	Generally agree with the four main principles given for this question, but don't believe the Combined Authority has the ability to deliver considering the rest of the Strategy document.
238	See my comments on the previous question.
239	<p>The proposed delivery principles are OK so far as they go, but they are not specific enough. In particular, there needs to be a clear commitment to move rapidly towards franchising, without which the aims of the strategy simply cannot be achieved.</p> <p>It also needs to be much clearer and explicit that the CA and its partners will apply rigorously the transport hierarchy which prioritises active travel and public transport over private car use.</p>
240	The bus services must be improved. If they are, then more people will use them. But that improvement must not come by disadvantaging other road users, or through measures that will cause harm (financial or otherwise) to people who are not able to use them.

241	<p>The direction of the principles for delivery is fine, however, once again, they are too vague – and jargon-ridden – to ensure accountability. It must be clear that successful delivery will require franchising and road space reallocation.</p> <p>“Achieving a continuous cycle of passenger growth and service improvement”</p> <p>Growth in passenger numbers/journey numbers is essential to maintain the income to sustain the bus service.</p> <p>The strategy should be explicit that bus priority measures are about prioritising buses over motor vehicles so that there is road space for buses to flow. Investing in buses that will be constantly stuck in traffic will be pointless.</p> <p>Bus prioritisation strategies must be in line with the ‘hierarchy of road users’ – a concept that places those road users most at risk in the event of a collision at the top of the hierarchy – and be considered with other transport strategies like the Greater Cambridge Partnership’s proposed Sustainable Travel Zone. Bus priority must not be at the expense of active travel.</p> <p>“Using the best operational model of provision to achieve the necessary step change in the most effective way.”</p> <p>This principle should be rewritten in language that is meaningful to bus users and free of corporate jargon.</p> <p>This strategy must be clear about how bus driver recruitment and retention will be improved. There should be more information about better conditions, pay, career progression and flexible working hours for bus drivers.</p> <p>Consideration should be given to following the example of the West Yorkshire Combined Authority which has appointed a training provider to run a ‘Route to Success’ programme, in partnership with local bus operators, designed to bolster the number of bus drivers in the region.</p> <p>The operational model must also consider franchising.</p> <p>Partnership</p> <p>For bus services to be sustainable and this vision achievable there must be increases in passenger numbers. The strategy must be clear about how it will be delivered: the Cambridge Sustainable Travel Alliance’s view is that franchising will be required.</p> <p>Integration</p> <p>This principle must elaborate on improvements being made possible by integration with other transport strategies (e.g. Cambridge City Access). Buses can’t run at regular time intervals with consistent frequencies unless priority measures allow them to avoid traffic jams.</p>
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Appendix 1d: Comments Q8. How would you prioritise our strategies?



Response Number	Please explain why, if you wish, and add any other comments you may have.
1	One off return journeys / day tickets don't have to be ultra cheap, but a weekly / monthly ticket needs to be as cheap as possible for people that rely on the service for getting to work.
2	We have a hopeless bus service in this village so everyone uses their cars to get around
3	Most common reason people don't use buses is because of the unreliability of the service.
4	I do not know what to do to this page to show my hopes.
5	A citywide interchangeable ticket between operators might be popular. Timetables again posted on bus stops showing the complete route with outward and return times. Keep information up to date. Some services are poorly advertised and potential passengers unaware of their options.
6	Get transport for London or Ipswich buses to run it:
7	We currently have an hourly service with old buses for the X3 Whippet. We don't need fancy buses - but we do need buses that actually operate. Currently commuter buses are cancelled several times per week.
8	There is no hierarchy - all are primary aims.
9	village residents will not stop using their cars without an integrated bus service for villages. People won't walk a mile to a bus stop, some can't walk a mile, elderly, or with young children
10	It goes without saying that if you have a decent service you will have delighted customers!
11	Without OBJECTIVES a strategy is meaningless as it can only refer to an overarching approach to achieve a set OBJECTIVE. I object to being forced to answer the above in order to continue, not least because it infers that it doesn't want my opinion unless I fall into line; I don't.
12	There is a lack of buses to rural places. Especially Isleham. I think you can have lower quality bus stops, if you can get more buses
13	currently buses do not go to places I want to go to ie work or leisure
14	These so called strategies mean nothing. You need a bus network for hop on hop off inner city travel and train and fixed rail to bring people fast from suburbs and hubs to the city centre. Rural buses to connect to extended train, metro and fixed rail network
15	Request stops - saving walking distance for older or less able people would be very useful and attractive.
16	There are definitely some rationalisations to be made in the routing of services between larger settlements in Cambridgeshire and Cambridge itself. Improving the (currently dismal) reliability of the existing services should really be first, but I'm not sure what that comes under.
17	It's amazing that a reliable service is not listed as one of the priorities. This further confirms that not only is the strategy inadequate but the people writing the strategy are totally disconnected from what the people need. This is what happens when the strategy is based too much on the urban service and not enough on the rural service. The ONLY way to get people out of their cars and onto buses is if you turn your strategy around and start with the rural service needs first and then follow with the urban or town services.

18	Rural areas are seriously disadvantaged in terms of bus services meaning cars are the only way to reach shops, hospital, doctors, schools etc
19	I have a senior citizen bus pass. I don't know why I bother. Can't remember when I last used it.
20	Living in a rural area we have hardly any bus service so transferring to a bus is not an option
21	Need to consider purpose of journey- carrying luggage, large shopping or equipment for events and returning late, actually having room and privacy to use wifi for work, etc
22	Buses from villages to towns to cities
23	As it is now, the bus system is not reliable. I had to opt for a taxi a few times last month, while waiting for a bus that never showed up. So I'd like the bus to actually come by the bus stop and take me where I'd like to go, based on the planned schedule. If I can make it to the bus stop on time, I'd expect they would show up.
24	Clean buses
25	Don't know what 'delighting customers' means - I would be delighted to be able to get where I want to go quickly and on time
26	Questionable benefit in prioritising these strategies - they are all important and the sum is far greater than the parts - I mean that if all are implemented, the result will be way better than totalling the benefits of each strategy.
27	Don't forget rural north Cambridgeshire. Cambridge is not easy or cheap to get to from fenland area
28	Please also include a COMFORTABLE environment on the busses with fresh air, air conditioning in summer mandatory (not based on the drivers' preference) and no overcrowding!
29	As a transport, on time will be very helpful.
30	You need to get people to hubs like Oxford, Bury St Edmunds, Peterborough. I cannot go to Wimpole Hall because there is no bus service to it. There used to be a direct bus but the few that go now terminate at Orwell in the middle of nowhere and not walkable without endangering life along a major road to the farm and hall
31	This has said very little about the fact that the commercial network accounts for the majority of journeys. Prioritisation operates in the sphere of influence caused by subsidy and control. This intervention should focus on those who cannot afford a car to get to vital services.first and foremost. Allowing commercial services to see if trips for leisure etc can be accommodated.
32	I live in a large village to the north of Cambridge but the transport connections are relatively poor and much worse than they used to be. We need more direct connections to the Busway network
33	Need bus services that take roughly the same time as a car journey to the same location. For example Werrington to Peterborough Queen's gate, in 15minutes not 45 as at present.
34	In reality all these characteristics are first priority
35	just need a quick, cheap bus - lets not oversell this, i don't need to be delighted by a bus.
36	No.1 & No.6 above are similar when they state that people will want to get on and want to go places.

37	It is essential that people know what services are available, and that they can rely upon them. Integrated tickets across all services are essential to encourage maximum use.
38	People living in rural areas should have to work their lives round bus timetables. If economically that means hourly buses then so be it.
39	This area (Hemingford Grey) has a limited bus service on only one day a week. Consequently nobody in the village can do without alternative transport.
40	Buses just need to work for the people who need them and be a viable alternative to the perceived convenience of the car. I imagine most people who have a car now will still have access to one for longer journeys in future, therefore they'll have access to a car for shorter journeys too. My desire would be for the buses to work reliably, get me where I want to go in a reasonable time and be relatively affordable compared to the car and general living costs. If that means that people like me should pay a bit more to use the car or be otherwise discouraged from using a car then it should be done for the better quality of living that it could bring in terms of pollution/congestion reduction.
41	What is a strategy for 'delighting customers'
42	If you don't have affordable buses going to where people want to go then there won't be any passengers.
43	You should have shown the strategy at the start of the survey, so people could read before they answered the questions. I want to see Value for Money, all I see is aspiration.
44	more people would travel by bus if they were more reliable and would turn up on time
45	At the moment there is no or very limited bus services for local villages. I live in Heydon so the only option for travel is by car.
46	People will not use a service which takes much longer ,with a connection if it is slower than using a car
47	Definitely more info if buses are late or cancelled
48	The needs around the county are varied. Therefore we need to have a responsive transport option that meets the needs of many different communities. From a dial a ride/ Tng type system right through to a 15/30 minute shuttle for work hours in bigger towns and our cities
49	Rural buses are a joke. Timetables produced only to be cancelled or 'not cost effective'. Of course they are not. A car holds 4 or 5 people a bus 30 plus and only 20 people a day want to travel so of course they aren't cost effective. If you can't solve this problem say so. Don't inflict a congestion charge on us when you have no viable plan for buses to the villages
50	We need frequent, reliable services in rural areas. Currently those dependent on these services are poorly served. I know of elderly people walking long distances to get to hospital and doctors appointments as they can't rely on the buses to come. This leads to a downward cycle, where people aren't getting the bus as they can't rely on it, and buses aren't run because no one is getting them.
51	The key is an integrated reliable system.

52	I doubt that 'getting the message out' is of any value in itself. Delight your customers and they will spread the message. But unless the other 5 strategies are fully achieved there will be little delight.
53	An easy to understand printed bus timetable.
54	Don't oversell - you risk making nice busses and a brand without actually having reliable services. Nice busses are a good extra, but you need a dependable useful service first, before you shout about it. Car users will try it once and then ...
55	This survey is not good only listing answers the council want to hear its absolutely pointless
56	None. Buses are a bad idea. Change all of those options to trams and I'd answer.
57	Use all bus companies to link routes
58	another pointless question. and what does 'delighting customers mean'
59	Not doing environmental damage is missing and a lot of existing plans will do environmental damage
60	It needs to be frequent and reliable and most of all get commuters to work on time without cancelling services or significant delays at peak times. Stagecoachs managing of this is appalling. There should be penalties for poor performance and complaints from passengers.
61	Who has written these options? There is already a bus service for rural areas....People already get to places on time (not everything has to be done "quickly"!!) ; where is there ever any value for money if you don't use it or need it? I assume I won't have to pay taxes to maintain this white elephant? What message? I don't know anyone (a real person) who is the least bit "delighted"-good God! What bus service do people not want to get on? who did this?!!
62	Q1 Before Christmas 2020 there was an excellent understandable consultation for Cambridge with proposals based on Spatial Strategy. It was clear what it meant in terms of delivery. This vision is meaningless Based on Spatial strategy in Peterborough: medium size villages to have hourly bus services, Small villages to have an extension (original) of Call Connect - UNLESS there is a significant resource used by other villages such as a medical centre of post office.
63	All are important
64	I would just like a bus service that is reliable where buses turn up at their timetabled time or messaging that tells you when a bus isn't running.
65	The most important part is an extended network and high frequency, otherwise the proposition is not fulfilled. Delighting customers is an outcome of getting the other basics right
66	"Delighting...." and "....services people want to get on" are meaningless promotional spin. Can only assess by limited retrospective survey and will have different cohort responses based on a wide variety of factors, including whether there is associated car ownership or not. If there were busses at the right time going to the right place I would use them more.
67	If you manage to achieve this it will get people out of their cars'
68	Delighting passengers... really ... concentrate on the core fundamental fast efficient cheap services

69	Talk to people, list their pain points and address them. There is nothing to address any of my pain points throughout this strategy
70	Nobody should be unable to board a bus because it is full. Nobody should have to wait for an hour because several services were cancelled at the last minute with no prior warning online or on the digital display at the bus stop.
71	Providing better more consistent bus routes for rural communities will help grow the economy because young people will stay in these areas and support them rather than leave for the city. An increasing elderly population reduces economic activity in rural areas. Would also reduce the reliance on cars.
72	buses must be electric
73	Slashing fares and extending rural service prevent you from delivering an excellent service that customers want to use.
74	We need rapid hub to hub buses that do not stopped every 2 minutes. For example biomedical campus to Eddington. Only with this will people seriously consider taking buses for medium length commutes
75	The top 4 priorities are the most important - if these are implemented then the rest will follow!
76	No bus service in my village
77	Rural areas really need buses! All these new houses are being built but not enough amenities so you are stuck in the middle of nowhere it's very depressing!! Also there is military spouses who's other halves get posted here and they are stuck! Also young people are struggling to be able to get jobs as no bus service the call connect is rubbish!
78	Wittering hasn't had a bus service for over a year now. Not everyone has a car or licence and rely on a regular bus service.
79	These are all important. As a Wittering resident we desperately miss our regular bus service. Call Connect has let us down on many occasions.
80	We currently don't have a bus service, so just getting that back would change the lives of so many people
81	We don't currently have a regular bus service and as a disabled person who is unable to drive I feel isolated and cut off. I feel a loss of independence because I have to rely on family and friends to get out of Wittering.
82	Safety, welfare and respect taken as well as care in all aspects of bus travel.
83	I think that they are all important, and all viably achievable
84	We need a bus service in Wittering. It's very isolating if we can't get out of the village. In this day and age value for money is vital, we understand there's a cost to running this, but I needs to affordable for all.
85	There should be bus services readily available to all, rural, disabled, elderly
86	I live in Wittering with no bus service. This has negatively affected our community on so many levels. Our children are isolated, our elderly residents are isolated and a lot of our younger parents that can't afford to drive are isolated. Our civilian housing is predominantly affordable housing with low income families, they used to rely on public transport to get to work, now they can't. Our military residents have a large proportion of young families with a stay at home mum that can't drive and have no way of getting out of the village during the or getting to work.
87	We feel very isolated and forgotten in our village.

88	Wittering has had no bus service for quite a while - not acceptable.. How are people without cars expected to get to education/work/doctors/shops?
89	To be honest these all need to be number 1.
90	A long way to go to DELIGHT customers! Improve bus service!! Insist on franchised operators replacing old diesel buses. Improve information at ALL bus stops ie. No 2 to City Hospital via South Bretton. It is a busy service.
91	Having a bus service in rural areas should be a priority. It will change peoples lives
92	Those of us in rural areas and who do not or cannot drive, are cut off from essential services such as hospitals, gp, our costs are higher as we need taxis etc. Good, reliable, affordable public transport is essential to avoid isolation, poor health and increasing costs.
93	Rural areas are isolated with no bus service.
94	Wittering need a reliable service. The current provider is poor and utterly unreliable
95	We have no bus service in Wittering meaning no way if leaving village if you don't drive. It would be great that has a service which takes us to Peterborough train station and into Stamford Town centre
96	Delighting customers is not a thing in itself, it is a result of doing the other things well.
97	I live in a village (Turves) that has no public transport links whatsoever, hence I would be unable to use a bus even if I wanted to. I hope this will change in your delivery implementation and that you will ensure a regular bus service to and from Turves is established.
98	The most important thing is an integrated reliable system
99	Wittering has no bus service and is a growing community
100	It is most critical to serve the whole community wherever situated, however almost all the points are necessary and should not be subject to triage. I would note that "getting to places quickly and on time" is two unrelated points. If covering all communities means that some journeys take more time it should be possible for people to plan for that - as long as services run to time.
101	I would like my daughter to be able to visit the local towns of Stamford and Peterborough on a regular bus service... I recently had a car break down and had to rely on the call connect service, which, although very good, was difficult to navigate, as no proper regular service... I think even a basic service morning, noon & early evening would work well for most, as people need to be able to get to work, go shopping and return... Also a service for the doctors surgery in Wansford would be a big help.. Particularly for the elderly in Wittering
102	My priorities are 'clean' and 'accessible' bus service
103	Reduce cars
104	Some of these overlap significantly - it's hard to rank them.
105	I am (merely) curious what you will do if Delighting Customers attracts MORE support than Buses people want to get on :-)

106	Apart from a few major towns, Cambridgeshire and Peterborough is a massive area with hundreds of small, rural communities, with residents mostly using private cars for transport because public transport is infrequent (or doesn't exist) and expensive.
107	I live in a rural area. For people to use a bus they need a regular reliable service. Technology to help know where the bus is would be useful.
108	People in rural areas have no choice but to use a car when there are no buses
109	It's important for people mental well-being to be able to use a bus service. Including children, young adults, families and the elderly.
110	Just want a bus to get from wittering out of the village towards stamford and peterborough
111	The cost is important ! I also think you need a selection of bus sizes as there seems little point in having lovely double deckers with hand full of people downstairs!
112	Most people use their cars because there is no viable option. I really would have liked to place cost as joint 1st.
113	They should all be equal!!
114	Reliability is not explicitly mentioned in the list. It should be.
115	Currently I can't travel on a bus as the service has been removed from our village. If we had a return of the service it would enable me to travel into the city and to nearby towns for the weekly market, therefore rural services need to be prioritised as a much needed service to maintain the health and well-being of people who would be able to get out more.
116	put never is a previous box as iur bus service from Peterborough to Stamford was stopped 2 years ago causing a great loss for the community we would support and need a bus service
117	There 100% needs bus services for rural areas!
118	People in rural areas are currently cut off with no bus service. Especially difficult for elderly people who do not drive
119	All of these aims are equally important to me
120	Think good rural bus services are key to keeping villages alive
121	Simple straight forward service available
122	A reliable bus service for rural areas to help an ageing population. All we want is a sensibly timed service to get us from Marholm to either Peterborough or Stamford at realistic times.
123	rural bus services are essential in reducing the use of cars and hence reducing carbon emissions
124	I would like a service to our village. That's more important to me than you delivering better services to people who already have them.
125	No bus service available. People feel isolated
126	I am a resident in Castor, Peterborough and an elderly person with ongoing medical needs requiring constant appointments at the Doctors and Peterborough Hospital. Being on a low Pension Income I am unable to afford the cost of the Taxi Fares. Having our Bus Service taken away in Castor has left many elderly and low income residents without a much needed lifeline to attend to their Health and Welfare Needs outside of Castor and Ailsworth. Not everyone is fortunate enough to have the help from family or kind friends and neighbours to offer to drive them where they need to be Being

	elderly and alone , the loss of the Bus Service has taken away my only affordable means of Independence by being able to get out of my home and prevent some of the loneliness by getting on the bus and meeting my friends that live outside the village. I havnt been able to meet up with some of my friends for over 2 years. I now have to order food and essential goods online which is more expensive. I hope that you will take into account how having no Bus Service in a rural village can affect a person's Mental Health and Welfare by feeling isolated and having theconstant anxiety of not being able to get to vital Drs and Hospital Appointments.
127	I live in a rural village - castor and Ailsworth and apart from a school bus there is no regular bus which is awful for the OAPs and teenagers mainly We need regular one to Peterborough and a regular one to Stamford or even just 1 every couple of hours - anything
128	There needs to be a recognition that those most in need of a strong public transport system are client groups that also struggle most with modern IT systems. Any system needs to be as regular reliable and uncomplicated as possible. The use in some villages of Call Connect has left the elderly, disabled and IT poor - severely disadvantaged and increasingly isolated unable to get out to shop let alone socialise or even see family and friends
129	So many people seem to isolated more and more in rural areas.It must be good for rural health in general if people can get together more via decent bus service.2,3 and 4 are equal in weighting in my opinion
130	(6) and (7) above depend on the other five aspirations. And surely (3) is included in (2). (1) to (4) are, in my view equally important.
131	Not sure about "delighting customers". If you get the other things right then they are going to be happy customers anyway. Information should ideally include timetables on all bus stops, but at the very least at bus stations and principal stops, in addition to online, which ideally should be available on a single website (like Lincolnshire does) as well as on operators' own websites.
132	If there are frequent affordable buses, clearly signposted, people will use them
133	We don't have any buses in our villages. Delighting customers is a nice sentiment but get the basics done first
134	Time and reliability are most important to use buses to get to work or school
135	We are considered to live in a rural area when it takes around 15 minutes by bus off peak to get into Cambridge.This seems ridiculous.The bus service is my lifeline as I don't have a car and all my family use it for work, education, shopping and entertainment in Cambridge city.
136	The Strategies set out are right in general terms however much more needs to be done to advance the ambition in each of these. There seems to be a real lacking in ambition and what a future resilience bus service will offer. What is teh role technology and innovation in terms of information (Audi and visual), data collection and monitoring of success. the role of Autonomous vehicles.

	Need to acknowledge the role of a robust partnership and collaboration across all delivery partners including the private sector and education.
137	Unachievable, unaffordable, nonsense
138	Giving the track record wouldn't trust you to deliver a paper never mind a bus service
139	If you do the first 6 you don't need the 7th as that's going to happen if you get the first 6 right - unnecessary marketing speak
140	Very important for young people in rural areas to be more independent and be able to have access to bus.
141	<p>'Getting to places quickly and on time' combines two separate elements which are quite distinct: 'Timetabled Speed' and 'Adherence to timetable' (or 'Reliability'). The second ('Reliability') is incredibly important ! The second ('Timetabled Speed') is MUCH less important.</p> <p>"Bus services that people want to get on' is an inevitable consequence of providing the good service under Priorities 1 to 4 (so is meaningless as a separate priority). If, instead, this is meant to refer to things like 'Cleanliness and 'Staff Attitude' these things are 'nice to have' but are not so important as Priorities 1 to 4.</p> <p>'Bus services for Rural Areas' is a meaningless Priority because it says nothing about Frequency or Operating Hours and says nothing about the definition of 'Rural'</p>
142	The first and second are what are badly lacking at present.
143	This question is flawed because everything is inherently interconnected.
144	If much quicker by car and not much cost saving won't use bus
145	Making sure that where new housing areas are built, a bus service will be available as soon as realistically feasible is just as important as servicing rural routes.
146	<p>Peterborough deserves infrastructure that fits in with ambitions to become a gateway to the East of England.</p> <p>Wheres levelling up for local bus service and improvement of delivery for passengers?</p>
147	Rural areas are seriously neglected and leads to an increase of traffic into towns which then impacts all. A service that is reliable and allows people to actually get to work and back with a Reasonable cost is paramount.
148	Poor or non existent roadside information has bee one of the downfalls of Cambridgeshire buses. Where they exist, rural bus services have hardly been promoted and many in the villages they serve are unaware of their existence. Once again, integration with other transport is vital.
149	please minimise the need to connect and change bus - please provide direct services from across Cambridge, without having to change bus
150	The bus service will only be successful if it offers the same or better solution than all other available transport options.
151	Again, disabled, etc. users not planned for enough

152	<p>All of the above strategies are vital in persuading people to switch travel modes and 'trust the bus'. Is it appropriate to rank them when all the aspects are needed to work with each other? All are required for a satisfactory bus experience and growth in buses. However...</p> <p>Bus information (fares, timetables, places served and stop locations) is currently very poor. 'Information and getting the message out' will be a quick, easy and cheap improvement.</p> <p>People unable to drive, or otherwise without a car, in rural areas, are cut off from employment, educational, cultural and social opportunities.</p> <p>There are, currently, a confusing range of tickets, mainly valid only on one operator's services, whilst queries to the driver about 'best value' delay boarding and lengthen journey times. They also discourage bus travel.</p> <p>Major operators' maps don't show other operators' services. There should be clear journey planning information with multi-operator ticketing and recognised interchange points.</p> <p>Getting to places quickly and on time seems dependent upon the points above.</p> <p>'Bus services that people want to get on' are dependent upon the factors above..</p> <p>'Delighting customers' is an outcome if all the strategies above are effective.</p>
153	Fast and Cheap, must be priority. The council need to create direct bus lanes on all major routes, that run all the way on the route, not just partly, especially to and from Park & Rides.
154	Bus train interchanges are a very important factor in getting passengers to use the bus. Information is absolutely crucial. The Ting bus idea was excellent but the majority of people didn't understand what it was all about. This seems to have disappeared.
155	We don't need to be delighted or happy. Just need certainty and simplicity about times, routes and fares.
156	I live in rural area with no bus service but it is vital for those of us who are older and not so keen on driving into town
157	All should be easier to use than private cars to attract customers.
158	<p>This is a useless question posed in an inaccessible way so I'm not answering it. You have the data, YOU PRIORITIZE IT.</p> <p>The buses need to work and people need to know about it.</p> <p>(If you don't have the data, you should do something about that.)</p>
159	These questions overlap. You need the bus to go where you want to get people on it. To do this the service needs to be promoted and offer value for money. The bus needs to be presentable and offer value for money.

160	All of these are needed but I think fast frequent services integrated with each other and with other transport modes and at affordable fares are the key one. But there is also a big issue in rural areasparticularly in the Castor, Ailsworth, Wansford , Wittering corridor where there used to be a regular bus service but these rather large and growing rural communities now have no regular service at all.
161	Delighting customers is meaningless jargon. Coherent network makes sense
162	At present buses are filthy and majority of drivers don't care
163	All options ideally would be "1" - as they all combine to create the service.
164	Rural areas are severely underserved. I have to walk 2 miles to the nearest bus stop and quite often services are cancelled or don't show up
165	The buses need to run on time and where people need them, at affordable fares. Anything beyond that is desirable but not essential
166	Customers will be delighted if the other criteria are met All the items are important and linked. If one fails the others can be ineffective
167	They also need to be a reliable and consistent. Not getting ready for work and you get to the bus stop and find your bus has been cancelled.
168	Many drive into Cambridge city because there is either no or poor services from their home outside the city. Providing rural areas would be important for people living outside the city. This doesn't mean Cambridge city residents should foot the bill. Many residents cycle into the centre or hospital if they are able. Very few use cars due to lack of parking and expensive tickets.
169	Convenience and cost seem to me to be key priorities
170	Most important strategy linking villages for local use as well as for covering other places
171	Many of these go without saying. When I pay for a service, I pay to be taken to my destination on quickly and time. This of course also implies that there is a service available to me. In the case of the residents of Horningsea that means there is a service for "rural" areas. Although I would argue that, even though Horningsea is small and surrounded by fields, it is not rural (or rather remote). It is sandwiched between Waterbeach (New Town) and East Barnwell. The route from Waterbeach to East Cambridge and its destinations (East Barnwell, Cherry Hinton, Addenbrookes) is busy but currently overlooked. With major employment centres (Capital Park, Fulbourn Hospital, Peterhouse Technology Park, Marshall, Addenbrookes) that needs routes from Ely all the way around the east of cambridge to Addenbrookes. That does not exist in an integrated way at the moment. So, the ticket should include a quick, on time service from all areas. It would then provide value for money. So when i buy my ticket, the the top priorities should go without saying and they are all equally important. This is what the base service should provide. You will then have a service that "people want to get on", have a network that is "integrated and coherent" and if you're lucky, you may even "delight" people. I have no idea why "getting the message out" is going to benefit then residents of Horningsea. Everything in this list is equally as important and they should all have measures to make sure that they hit their targets when

	operating the service. If you achieve that, the message will get out. This question asks people to order things as if you can then use the list to say that people thought that number 5, 6, 7 were not considered important by people. All of these are important. So implement them all. If one of these underperforms, all of them will suffer. And the bus service will fail.
172	Delighting customers is incredibly vague and could be interpreted any way you wanted.
173	Elderly people with doctor/hospital and other appointments depend on a reliable bus service
174	People in rural areas are cut-off from leaving their home if they do not own a car.
175	My priority is buses for rural areas, as living in a rural village and not driving I need to get to places like Ely to keep my sanity! Currently due to the actions of Stagecoach East I can no longer get a through bus, and although I am grateful Dews get me there via two buses with not very good connections, this is far from satisfactory.
176	Increased frequency of services and returning to pre-covid timings is a priority for Peterborough (in particular the Citi services - both daytime and evenings) along with rural connectivity, particularly in places that do not have a scheduled bus service (parts of the rural northwest of Peterborough).
177	From a Living Streets perspective all there are important and several are inter-dependent. Creating an integrated and coherent network must be the most important for pedestrians who rely on public transport for work and access to facilities. An integrated coherent network would surely include rural areas, VFM and integrated ticketing and creating attractive services as well. Travel hubs that enable quick and easy access for pedestrians to the next stage of their journey will be essential to persuade people to use buses.
178	... but all of the above are important!
179	The bus services in 'rural' areas are poor at best. The Crowland bus service has been reduced and yet the development and population of Crowland has increased. The service is no longer reliable either leading to people to look for alternatives.
180	No idea what 'Bus services that people want to get on' and 'Delighting customer' ACTUALLY MEAN??
181	Numbers one to six have equal priority. They're all essential for this to work and can't be compromised on. Actual delight though is just a 'nice to have'!
182	Accurate information about all operators services which is easy to understand is essential. This must be done MUCH better than it is at the moment.
183	Improved accessibility of buses for users with disabilities would cause us to use the bus service much more.
184	"Delighting customers" is unrealistic. Just getting customers where they need to go in a timely fashion without making them ill would be a more achievable goal.
185	Newer busses
186	I put information first, as it is currently poor and an easy, cheap win! The last few seem to be things that will result from having the first points in place.

187	It's difficult to really believe in a commitment to buses when at the moment some stops don't even have timetables, and rely on volunteers to keep them tidy. And services are declining. Also why not make more of the train? Why not re-open a station at Harston for example?
188	Busses will not work for complex journeys and discriminate against parents mostly women and children
189	A leading question which really does not give much of an option to disagree with the financing of all this.
190	Reliability as key priority
191	A dream of utopia. Who came up with this?
192	Even when the bus strikes aren't on buses aren't showing up, more buses for school/collage kids
193	Ranking seems pointless. All these things are needed, and should be done in a coherent way. Make clear that 'information' must be provided in open forms, and live data is vital. Integrated ticketing, that works for bus, train, and device rental, (all operators) using just a bank card (or phone) is necessary. We don't need lots of special deal fares - just a standard, cheap, capped fare. And we don't want to care who is operating any given service.
194	No matter what you do to improve services it will never be the right option for all journey. Its ignorant to think it will be.
195	This is just theory, wishful thinking. At the moment, artificial traffic jams are created in the city, traffic lanes are taken away from drivers, what is this supposed to lead to? To go backwards in development! It's not hard to close a belt - the trick is to develop the city wisely.
196	If people choose to live in rural areas they shouldn't expect others to pay for the downsides, of which there are many.
197	if you want us older ones to give up our cars drop the bus pass age down to 60
198	Please do not waste any more money on experimental ideas that in reality is impossible or at best very hard to work.
199	Don't be ridiculous none of these options can be done in real life!
200	Currently busses are very rarely on time, recently, i waited 50 minutes for a bus that runs every 10 minutes, with no reason given for the delay (and this is on the busway where there is no traffic for a long stretch)
201	I have no idea what delighting customers means. If you satisfy bus services to rural areas, to Bury St Edmunds direct from Cambridge, regular hourly services which keep to the timetable as already mentioned in 2 and 3 above they will be delighted
202	Buses aren't practical for rural people.
203	Surely all of these are interlinked and vital to the success of the bus network. However, in the first instance public info and messaging seem vital. The dropping of services by stagecoach in the autumn Keri's getting cited by discontented public as a reason why sustainable bus travel and the congestion zone charges are rubbish - but obviously this had nothing to do with local authorities' planning/powers. It was the worst possible timing for

	public reception of plans for buses. And points to why franchise/public control is the only way to go.
204	Bus services to rural areas is a key issue, but should be seen as part of "...linking people..." Information and getting the message out is a lower priority in the long term, but must be a key issue in the introduction of any changes. The last two options are insufficiently defined to get a rating!
205	First 2 strategies are the most important, others can be in any order. Was very tempted to put 'delighting customers' top, but it doesn't say how.
206	It would be hard to over-stress the importance of reliability. The shoddy bus service we have seen since the pandemic has simply devastating consequences for people who rely on it. To talk about people being 'delighted' when the service is currently failing people so badly honestly feels like a bit of an insult!
207	All villages need a bus at least hourly. It needs to be reliable- rarely cancelled only infrequently more than 15 min late. Information when the bus is cancelled would help; I discovered that once the time has passed the bus vanishes; Last time I tried to take the bus to town there were about 10 of us waiting, when the bus didn't appear I checked online, but no notice that it was cancelled - that notice should stay for 5 min. I learnt from my neighbours the service is now so unreliable that I should check before leaving home. I used to take the bus a few years ago and I don't recall any cancellations from the same stop.
208	What a set of stupid questions.
209	Until you make bus services more attractive & quicker than a car it can't work. Build in waiting time for a dreary bus. People are time poor.. Buses are perceived as slow, uncomfortable, unreliable.
210	If there is a useful service in place, people will use it. This isn't London or NYC—we can't expect busses to replace cars for many reasons—buses are not always practical.
211	*Frequent* bus services will be crucial - unless we have a London-style scenario where you know the next bus will be along in a few minutes, it will always be more convenient for people to drive.
212	Don't bring in a congestion charge for car drivers - that won't work and isn't fair on many people. Make a bus service that people are really happy to use, that is reliable, affordable and punctual.
213	If you can do the first three people will be delighted and use the service
214	A strategy bought about by a minority and unelected group.
215	bus services will never be delighting anyone, and will be a pain to use as they always have been.
216	I think getting places quickly and on time is the basic requirement of any public transport system, or people will choose private transport. Many rural areas currently have no option but to use a car, so bus services for them are vital if they are to reduce car mileage. An integrated, coherent network that

	links other public transport and active transport options to the buses is also necessary to make it easy for people to leave their cars behind.
217	The current bus service in my area is split between different providers and the ticketing is not integrated.
218	Its about proof - making the whole idea work as you promise
219	This is a disgraceful what of making us prioritise something we don't agree with - ignore all the above
220	Rural services (if they exist) are usually a single route to the city centre. It is not feasible or practical to use this for getting to most places (apart from city centre) eg Addenbrookes, Science Park etc. There needs to be improvement in Park & Rides so people drive to Cambridge & then use these buses to travel across/through the city.
221	I put getting the message out first because so many of my friends and neighbours are angry at the changes and cost in their lives that this represents. They need persuading.
222	This is the most buggy, poorly designed web page I have seen for a while. It just sets all the numbers 1,2,3,4,5,6,7 whatever I select. What a piece of utter crap you have given me! Please ignore the numbers I chose here.
223	Value for money covers all resident, not just bus users. A tax on those who need their vehicles should be unlawful.
224	<p>Bus information (fares, timetables, places served and stop locations) is currently very poor. This will be a quick, easy and cheap improvement. People unable to drive, or otherwise without a car, in rural areas are cut off from employment, educational, cultural and social opportunities. There is, currently, a confusing range of tickets, mainly valid only on one operator's services, and queries to the driver about 'best value' delay boarding and lengthen journey times. They also discourage bus travel. Operator maps must show other operators' services. There should be clear journey planning information with multi-operator ticketing and recognised interchange points.</p> <p>Getting to places quickly and on time seems dependent upon the points above.</p> <p>Bus services that people want to get on' are dependent upon the factors above.</p> <p>'Delighting customers' is an outcome if all the strategies above are effective.</p>
225	Clean buses, not expensive to use (to put money into the share holders pockets), clean bus shelters (which at the moment they are not), if I wanted to go to garden centre I won't have to allow a couple of hours just to get there.
226	Some of your priorities do not make sense. The ones I understand are of equal priority or overlap but your survey does not allow equal prioritisation of priorities
227	I find these questions difficult; too many ifs and buts; some duplication. They are all priorities!
228	Bus services alone will not provide a 'world class service'. Other options such as light rail should be part of a solution to travel in the county.

229	Frankly, they are all very important, aren't they!! Seems to me that it's a distraction asking the public to prioritise, when all these things need to be done as part of a good bus strategy.
230	Making buses available to those that find them challenging to use and reduce social isolation.
231	Do not forget rural areas such as burwell or risk isolating the elderly
232	The quickest way to get from A to B is in a car. And you're not standing outside all weathers waiting
233	Prompt and reliable services with guaranteed journey times are the core of any public transport system. Get that right and everything will follow.
234	I feel "delighting customers" should be a result of doing all the other things, make the buses really great and easy to use with good simple tickets and everything else, and that will allow the delighting customers to happen. I feel it is vital that all of Cambridgeshire and Peterborough has full bus connectivity no matter how small, and that rural coverage should be top priority.
235	What matters is getting people to where they need to go, reliably and fast.
236	If you get things right then people will want to use buses. Delighting customers may be a step too far!
237	<p>All of the above strategies are vital in persuading people to switch travel modes and 'trust the bus'. Is it appropriate to rank them when all the aspects are needed to work with each other? All are required for a satisfactory bus experience and growth in buses. However...</p> <ol style="list-style-type: none"> 1) Bus information (fares, timetables, places served and stop locations) is currently very poor. 'Information and getting the message out' will be a quick, easy and cheap improvement. 2) People unable to drive, or otherwise without a car, in rural areas, are cut off from employment, educational, cultural and social opportunities. 3) There are, currently, a confusing range of tickets, mainly valid only on one operator's services, whilst queries to the driver about 'best value' delay boarding and lengthen journey times. They also discourage bus travel. 4) Major operators' maps don't show other operators' services. There should be clear journey planning information with multi-operator ticketing and recognised interchange points. 5) Getting to places quickly and on time seems dependent upon the points above. 6) 'Bus services that people want to get on' are dependent upon the factors above. 7) 'Delighting customers' is an outcome if all the strategies above are effective.



Appendix 1e: Responses to Q9. Do you have any further comments on the Bus Strategy?



Response Number	Do you any further comments on the Bus Strategy?
1	Just a better evening / night service at weekends is what I personally want. The current pricing for the day rider ticket is already reasonable for me.
2	The sooner this bus strategy is implemented the better.
3	Buses are still needed. Too many parts of Peterborough are not covered by a bus service. I hate to think what it must be like in rural areas. The bus services from Peterborough to other towns have got worse and often finish before working hours.
4	Strategy, This sounds more like the GCP talking, Stagecoach are supposed to be running buses, however as they can't make enough money out of a service..They cut it....However the owners still take a tidy wage...Why should motorists have to pay for it, Why should more get put onto our council tax to pay for it...Also chuck more heavy motors on the joke of a road system we have..The state of the roads look like WW3 has happened on there...This council are a joke...
5	The strategy will only work if the bus companies collaborate. Last year the area saw a major upheaval in service by Stagecoach, which didn't seem to have been discussed with anyone from any council. Both they and Whippet are struggling to recruit drivers so services frequently don't run, with little or no warning. These really fundamental issues need to be addressed before any new strategy can be implemented.
6	Clearly written by consultants who live in a city. Any bus strategy can only work if there is a train strategy and timetables match
7	Please make it more than a strategy and please make it work. We need a bus service that is reliable and has buses at appropriate times of the day. College students, older people, those without cars, all need a bus service. I would use a bus to get into town if there was one that I could rely on and at a sensible time. We have no buses on Sundays!! So no going to town on a Sunday or getting a bus back from the station if you have been away. How is that a bus service??
8	It aims high, but I have serious doubts about its achievability. Too many times this has been looked at but services continue to deteriorate.
9	The difficulty will be organising areas for a congestion charge to pay for the new service. Eg. ensuring Waitrose is not included in the City area. Probably a survey is required to assess exception needs and area covered.
10	We should have a bus service as we see in locations like London An integrated service. Buses should operate in our major towns and cities early enough to support commuters and late enough to support our night time economy. In addition considering the usage of late night trains and servicing these users with a bus service to major locations locally. Rural areas should have access to bus services which connect to employment, shopping, health and leisure. Usage of DRT to achieve this should be explored and expanded.

11	People who plan so often never use the bus services
12	Stagecoach need replacing. They are the perfect example of how to put people off using buses.
13	Ensure that the right size of bus is allocated to services. Currently the bus service through Tydd St Giles uses a double decker which is far too big for the number of people using the service currently and the rural roads are not really designed for double deckers.
14	Crikey why is this taking so long
15	Must be cost effective.
16	As a non-driver I am FRIGHTENED of losing bus services
17	<p>Page 12 states "Services radiating out in all directions from Cambridge and Peterborough to market towns and villages. Some of these will offer more direct route s with fewer stops, making journeys faster.".</p> <p>The bus from my village used to run every 30 minuets - it was ran by PCC, it was a fare price and it got people to where they wanted to go in good time. Now that stagecoach run the route, i don't even consider using the bus. Its cheeper for me to drive into town and pay to park in a private carpark, not to mention its quicker and easier, allowing me to change my plans and take my time.</p> <p>The fact that the bus that comes to my village takes a very long route around the city it stupid, it leaves Newborough, and gose around werrington (Along the same route where there is a bus every 10-20 minuets) and then heads out the back of werrington into dogsthorpe, again where there is already a regular us service. It dose not pick up any other passangers in thease area, mainly because they all get on to the more regular, direct busses. It takes upwards of an hour to get into the city centre via bus, and then how ever long for onwards travel on other buses. Its discusting that stagecoach thinks its okay to waste peoples time just to attempt to squeeze more profit out of a route. If the route isn't filling there back pocket enough then that there problem, they are the ones making it out like there 'heros' providing a 'public servive'... Getting the bus is pointless for me, end of... should i get into the fact that a bus arrives in the sleepy village full of elderly people at midnight?</p> <p>Stagecoach should be held to account by PCC and the CA. They are the ones who wanted the contract, they are the ones who want the money, they are the ones who should do there jobs and encourage people onto public transport. having one bus every 2-4 hours, with only 6 useable buses a day, again, 2-4 hours apart is diabolical.</p>
18	It all sounds good but I will believe it when I see it.
19	IT NEEDS TO BE SORTED SOONER TOO MUCH DITHERING AN D NOT ENOUGH ATTENTION TO CUSTOMERS NEEDS
20	You have promised improvements so many times but it is just not happening. Strategy after strategy is published but nothing happens. In the meantime, rural commuters have to deal with daily cancellations and severe delays. I'm doubtful that such ambitious plans will work if you can't get the basics right.
21	There is no viable alternative to effective public transport. It must succeed.

22	Buses need to go directly to peoples place of employment which is not always the centre of town. Rural villages need an integrated service, pick up from where people live to reduce car journeys.
23	Actually LISTEN to the people/bus users not just pay lip service to them and go ahead with your plans anyway. There never seems to be any joined up thinking!
24	You can't have a strategy unless you have OBJECTIVES, where are they or don't you think you have the skills to deliver meaningful objectives and so just hide behind the happy clappy crowd pleasing rubbish.
25	Just a proper service that other counties run would be nice. No jargon just a decent service
26	Buses need good connections and to be frequent. There needs to be more buses than passengers, and the passengers will come. Bus from Chesterton to Isleham
27	see previous responses. There is no city in the world that inevests so much on a single mass transport system for inner city travel. You are struggling the growth of this city and add to the commute hell people that are unfortunate to leave in a village but work in the city has.
28	Please implement it quickly! And ensure private companies brought into any partnership actually deliver rather than constantly retracting and cutting services.
29	Single decker buses are better - they are more flexible. Drivers have better view of passengers, stairs limit who can use upper deck, running double deckers with 2 or 3 passengers is expensive. Contractors want double deckers to get school contracts and use less drivers - they then want to continue using them on standard services. It is all driven by profit not convenience. Until that changes people will use cars
30	Please get on with it as soon as you can to prevent what little service we already have collapsing before you get chance!
31	Please make sure Grantchester has a reliable service by reconnecting us to the No. 18 rather than the 118
32	I think my earlier comments have said it all thank you.
33	Rural areas in Fenland are poorly served.
34	The bus strategy needs to consider the movement of people outside the area into the area
35	Curently the bus service from Newmarket to Cambridge is unusable if wanting to go to the Biomedical Campus. You have to change in town and it takes too long. Also the service is barely every hour. With Childcare commitments it is imposable to use the current service, as I can't take 90 mins to do a 25 min journey (45 mins with heavy traffic).
36	please get on with it!
37	Delivery is key. The strategy is useless without the resources to deluver
38	I would like new places to be connected by bus services, like local National Trust places (e.g. Anglesey Abbey, Wimpole, etc).

39	Do the simple things. Act on comments already made. Examples: the stop in Addenbrooke's Road that obliges passengers to walk on the muddy verge. The stop in Hills Road just south of Long Road that has no post, flag, indicator, anything. Shorten driver handovers. Convince Stagecoach to stop taking cash, which lengthens dwell times. Less "vision", more concrete simple actions to make the buses more attractive.
40	Give up.
41	Without including a reliable bus service to rural villages there will still be a preference to use my own car
42	I hope you've dropped the idea that West Hunts won't benefit from the Cambridge congestion charge money. I hope you've also dropped the frighteningly bonkers idea that Addenbrookes is within the Zone rather than on the edge.
43	The buses must be in place before any congestion charge is made in Cambridge otherwise many businesses will go under.
44	Buses need to make sure passengers standing don't congregate near the front, buggies are folded to allow access for disabled passengers, more sociable and polite drivers, and make sure people are seated before moving off.
45	More buses stuck in traffic go nowhere, but carrying stuff about from prams to musical instruments is more convenient with a car. Unloading at destination without a long wet walk and wait prevents buses being viable for many journeys and that does not appear to have been considered in depth.
46	No council tax levy to get more buses
47	Rail
48	do not pay for it through a levy on private cars.
49	The price is way too high for such a poor service
50	No....apart from why have a Bus Strategy at all.....it should be a TRANSPORT STRATEGY!!!!
51	None if achieved would be workable bus strategyb
52	Re start the 33 bus from peas hill Elliot Road norwood road robingoodfellows eastover to neale wade march children have no bus now Send 33 and 36 20 minutes apart just to match town centre is not economic viable 25'-30 ,children lost there bus and stage coach losing money
53	Timely service- most important
54	To ensure these are zero emission, modern buses not environmentally damaging old buses bought on the cheap to meet costs or deadlines.
55	None thank you
56	It would be good to have a regular bus service that didn't keep missing buses out or drive straight by showing "Not In Service" The Stagecoach app is just not reliable.
57	I am extremely sceptical that it will be what it should be in this world of profit and privatisation. I hope I am wrong, but doubt it.
58	It should include consideration of direct routes connecting outlying towns to the biomedical campus and station that don't involve travelling through central Cambridge, which doubles journey time.
59	Appears to need further consideration of provision of complimentary facilities such as sufficient toilets at major bus interchanges etc

60	Yes...stop sponging off council tax bill payers
61	Lovely in principle, If a congestion charge for Cambridge is brought in before a decent seven days a week bus service the north of Cambridgeshire is going to be hit worst. Park and ride from Milton is awful - takes 25mins to city once bus turns up so not a viable option at present.
62	The sooner it is put in place the better, time is ticking. We will soon forget what buses are for....
63	The number of bus changes matters. When it was more affordable, I would opt to stay seated on the bus for an hour to take me all the way into Cambridge rather than change at Longstanton to stand on a bus to get to the same place. I also have always had a 20 minute walk from Drummer Street to my place of work because there isn't a bus to take me there and the wait to change buses would lengthen my journey further. Whether getting the bus from Swavesey or at the end of my road the journey has ALWAYS taken me an hour and a half whether that's an hour of walking and 30 minutes standing on the bus or an hour seated on a bus and 20 minutes walking at the end. More options to transport bikes into Cambridge on buses would also be useful.
64	While it sounds wonderful, in reality our services are being cut and don't run to suit most people's requirements
65	Please consider keeping the £2 cap on journeys within the county boundaries
66	As previously mentioned, sitting on the guided buses for hours in both directions when they are unbelievably hot, stuffy and I can't breathe is the worst experience ever. PLEASE prioritise a better environment on the buses.
67	This survey is a waste of time without first providing the bus service for people to get to places of interest and transport hubs. I do not believe the council is capable of providing and funding enough buses to reduce the need for people to drive on the roads or get more expensive trains
68	We used to have smaller link buses in Peterborough which worked well for areas not needing a normal size bus. We have one that comes to Keys Park twice a day that would be an ideal candidate to down size but very much needed for the elderly that live in the area alongside other residents. Be even better if it was more than just twice a day too.
69	Need a greater awareness promoting of the amount of commercial operations there are compared to those requiring subsidy. Any franchising should limit the successful bids of any operator to a certain percentage so that a geographic monopoly is prevented. This may be costlier in the short term but cheaper in the longer term. No mention or advocacy of segregated busways playing a role?
70	Ensure any funding requirement is fair to everyone and connect all large population centres direct to the Busway network (which could be expanded to facilitate this
71	It needs to happen soon
72	Ok do not currently use the buses, as the service is really not suited to the journeys I make and when I make them.
73	Please keep Wisbech 68 Tesco bus running! This is a lifeline for me and the other regular passengers.

74	All sounds great - but how are you going to get bus companies to supply these services?
75	take the taxis off the road and they'll be a lot clearer
76	It's all very well asking us for our opinions but is this strategy going to be implemented in Peterborough? At the moment it looks like only Cambridge is going to benefit.
77	It sounds good provided the political will is there to achieve these aims. It is also essential that the best options are considered for every stage of the process. You must therefore look at other examples and take the best systems from all, e.g. tfl, The Netherlands (Rotterdam), Austria (Vienna). But, will you?
78	With so little specific information throughout this Survey, it is difficult to make constructive comments.
79	This whole strategy is flawed. Who, in most towns and Cities, excluding Cambridge, is going to give up their cars in favour of buses? They can drive and park in the centres for free and shop? Cambridge is being victimised by the Combined Authority and Cambs C.C.
80	Only that unless rural areas receive a regular dependable daily service car ownership will still be the predominant transport facility despite the ecological and societal implications
81	The strategy is aspirational and provide little indication of how the strategy will be implemented in real terms. How will the carbon net zero part of the strategy be monitored for example; how will soon will electric buses be introduced to effect this part of the strategy? How will private bus operators be compensated for withdrawing their diesel busses? Passenger numbers could increase if transport hubs are created that provided focused destinations and onward travel ie Peterborough bus station and railway.
82	I can't believe that you've put forward this strategy for public comments without mentioning anywhere how it's going to be funded! It's an absolute scam and disgrace.
83	Car owners will need a fantastic bus network before they give up the convenience of their cars.
84	I would want to know value for money, passenger numbers now and forecast, what are they going to different to the fiasco you had with the Stagecoach and Ting. Both have been costly unmitigated errors of judgement, shown to be doing the wrong thing but shockingly delivered and without any transparency.
85	no
86	To include later buses to enable people to get home after a late evening shift
87	It will not work unless bus services are good enough to replace cars - without forcing drivers off the road by dubious means.
88	It is imperative to get this right for all but especially those in rural areas who have no other form of transport. This includes the elderly and disabled who are the most vulnerable.
89	I would use buses if they were almost as fast as the alternative car route and reliable. I'd like to see a delivery to bus hub service for all shops so that people with health issues can usefully shop and not have to struggle with heavy purchases.

90	Bus operators assume that everyone stops travelling at 18.00 (Ely area) Many people don't finish work until 18.00. Please run services so people can get home.
91	It is fine if you live in one of the big conurbations. If you live anywhere else - then things are different. I know you are advocating community transport ways of dealing with provision on routes which do not have many passengers. But this restricts the time and place that these people can get transport. It means they have to book everything days in advance. That is no good for many people
92	Although I do not currently use the bus service, many people in the village do and I am aware that buses, at the moment, are not reliable to turn up. Reliability is essential if people are to be encouraged to use them.
93	Please do not ignore the requirements of bus service for the people of Chatteris.
94	We need to look at how we can have a reliable service that meets the needs of residents and not the companies running the routes. Manchester's Bee network is looking promising.
95	A strategy is not enough on its own, the public need to be consulted.
96	Could not understand the thinking behind ending the X5 for St Neots. A total 'cock up' is putting it politely its obvious users needs not considered.
97	You can have the best strategy in the world but the key is delivery. How are you going to make this happen? We need to see the delivery plan.
98	I remain to be convinced that buses can scale enough to tackle Cambridge's problems. And in particular I am deeply disappointed that there is no reference to integration with and awareness of other modes of transport. I would say that the growth of e-bikes and scooters is a much greater priority.
99	Do it ASAP!
100	Reinstate Upwoods bus stops.
101	please see my earlier suggestion about how to join up the villages with towns.
102	This strategy is good, but it's also obvious. We need to make it happen with concrete proposals - are you proposing franchising or better partnerships? How will you integrate on-demand for rural with interchanges? I want to be able to travel from a village to a specific part of the city - describe my experience end to end with real concrete examples.
103	Build trams with integrated buses in villages to connect to trams with integrated tickets/bus passes. All of it publically funded via tourist tax and dedicated, serious money taken from our taxes, just like Dutch cities do. No Dutch city has a congestion charge by the way- only LEZ for diesel.
104	The tng service is currently appalling.i used it before at least 2x a week. Now, never. It needs serious improvement.
105	Better bus stops with hard standing, seats and shelter from the wind and rain!
106	Yes get on with it before it's too late
107	Surveys are all well and good but put them on bus shelters, schools, GPs, rural magazines. I am worried a small cross section of people will gill them out and big decisions affecting millions of people will be taken without sufficient representation.

108	It is unprofessional to ask people to comment on proposals which are so lacking in substance. of course, everyone wants a well designed, reliable, well connected, affordable bus network. But this strategy is empty and this consultation is meaningless at best and actively disingenuous to the point of wasteful or intended to elicit spurious support to other plans
109	It is a shallow attempt to get people to agree so that you have licence to misinterpret answers any way that you like so that you can break covenants on land that the University wants to build on
110	It can only get better and then peoples' habits will change.
111	Commuting should be top priority, to reduce the traffic on the roads.
112	I am very concerned about the validity of the individuals forcing this on our community. I would like to see an audit trail (not one that gets lost in convenient Council books); This Busway is entirely unnecessary and will be a blight on our land - shame on you.
113	I regularly get a bus to and from work , it's annoying when the bus is running late and then doesn't even turn up at your stop, instead you see it turn off and continue along a main road to the bus station...this is annoying as then the next bus isn't for over an hour and I have to pay out for a taxi
114	Use your duty to cooperate between Lincs, Rutland, P'boro & Cambs Integrate transport systems where possible eg P'boro station area & Bus stop with other initiatives such as mini train to centre, cathedral, Asda, Lido, And for villages: Before Christmas 2020 there was an excellent understandable consultation for Cambridge with proposals based on Spacial Strategy. It was clear what it meant in terms of delivery. This vision is meaningless Based on Spatial strategy in Peterborough: medium size villages to have hourly bus services, Small villages to have an extension (original) of Call Connect - UNLESS there is a significant resource used by other villages such as a medical centre of post office.
115	There needs also to be a strategy to reduce the presence of cars and other vehicles in town centres. St Neots have made a good start with this by removing parking from the Market Square. Combined with improved mti modal options, this strategy could lead to environmental benefits as well as getting around more simply.
116	Needs some small steps ASAP, currently so little confidence in some routes that they are not being used as much as they were for fear (or experience) of not being able to return, even if they manage to get to the destination. This then becomes self perpetuating, no users, no buses.
117	My experience of buses is as an occasional user travelling to work on the 904. Since the recent timetable changes there's no longer a service that meets my hours, so I cannot use them any more. I have access to a car, but many others don't- the service needs to be able to get them to work
118	The bus services need to improve and it has to happen quickly, A quality bus service is crucial for a properly integrated transport system.
119	The routes and timetables need to be constant - if they are reliable and happen then people will use them. As a rural town there is no point if the first / last buses do not arrive at main towns / hubs before or after 8 am and 7 pm otherwise people cant use them to commute.

	If they are cancelled people have to use cars, this then looks like people dont want or use buses but actually the timetable is just not fit for purpose.
120	Please can we have a reliable bus service that works for us all and stops us having to use cars for short journeys at huge expense to road users and the environment.
121	None other than the whole strategy is admirable and hope it succeeds.
122	I think this is good as far as it goes but detailed proposals are required for any real assessment
123	Stagecoach locally are a Joke. Even before Covid fares were increasing on average twice a year - and by more than inflation, whilst service quality was being reduced. EG The X5 which was meant to be a luxury coach including toilets, WiFi, air con, power sockets and leather seats was often replaced by standard coaches and even double deckers with none of these facilities, yet prices kept going up, and suffered frequent delays of more than 30 mins and regular cancellations or no-shows. I used to use it every couple of weeks but it was costing the equivalent of 50p a mile. More expensive than taking a car, far less comfortable and wholly unreliable
124	Bus service in Sawtry very poor
125	The strategy lacks specifics. Will Town "A" or Village "B" get a better, more reliable and affordable service? At present I can easily get to city centre in the morning, but can't get out late. Frankly, what happens elsewhere is of no concern. Strategy does not address localities and the concept of "place" at all. No indication that travel within the city and suburbs is a very different challenge from the very many surrounding areas. Histon to Cambridge or Crowland to Peterborough is not the same as Trumpington to city centre or Millfield to Peterborough.
126	I just hope it works because at the moment many people can't rely on it to get to medical appointments.
127	The most important thing is that it is regular, dependable and frequent enough to be of use.
128	I have been living in Great Knighton (Trumpington) for 6 years. The bus routes have not changed a bit to provide services to the tens of thousands of the new inhabitants! The councillors "representing" Great Knighton never use buses and never advocate for improving the service. The bus operators never listened to our basic demands: don't take us on a 20-30 mins detour around the biomedical campus; we have no business these, we want to go to city center or train station: just one stop away!
129	I want to know how CPCA will apply penalties/fines or other consequences if providers fail to deliver the level of service to which they have committed.
130	With the redistribution of the population moving to new residential developments in rural areas there has been no consideration to this for the transport plan.
131	I'd like to understand more on timescales, funding and marketing. These 3 areas- amongst others- will be key to drive the change needed, especially marketing to persuade people to change travel mode to something they see as inflexible, unfashionable, inconvenient etc

132	Given the recent cuts, we have additional work to do to restore faith in the bus in the region.
133	There aren't any buses where I live (Turves) and I'm totally reliant on cars and taxis. This is very expensive and I don't see how it is fair to try and charge me to subsidise other people's bus travel on top of this!
134	Thinking of integration of other transports e.g. bikes, scooters on the bus (racks, dedicated space?) Not just at departure/ arrival point
135	Use parking fees and congestion taxes to invest in bus networks. Make public transport free for children or at least under 12.s like in London and then more families will use them. The sheer cost of a family of five taking a return trip costs more than a taxi
136	The current service in rural areas is deteriorating and I am pessimistic that any changes will improve the service
137	We need rapid hub to hub buses that do not stopped every 2 minutes. For example biomedical campus to Eddington. Only with this will people seriously consider taking buses for medium length commutes
138	These seem good aims and principles to make much needed improvements to the current bus services.
139	I live in Wittering, Peterborough. We have no doctor, dentist and people walk up the A1 to get to Wansford doctor surgery. Teenagers walk up the A1 to get into Stamford. For our health and safety we please need a bus.
140	Wittering needs a bus service.
141	Would be amazing to get a bus service back.long over due.
142	Bus service needed in wittering!
143	Please reinstate the regular bus service at Wittering.
144	I don't think it's a lot to ask to provide a regular bus service.
145	Needs to be put in place quickly so people can enjoy village life and get to the shops and doctors
146	The Wittering bus service needs urgently reinstating to provide a vital link to both Stamford and Peterborough for work, social, educational and future purposes. This is fundamentally important to people of all ages but especially those that have been so affected by the Covid pandemic.
147	I live in Wittering where the bus service was taken away. It has had a largely negative impact on the community. With the cost of living crisis, if more people could rely on buses, they could save hundreds of pounds a month from no longer needing a car.
148	I am confident that there will be huge support for this strategy.
149	We don't have a bus service, please reinstate it!! Cutting off rural areas and villages is incredibly isolating for those that don't drive (such as disabled or elderly) and significantly reduces opportunities for those living in these areas.
150	It should be applied equally across all areas and not just across the city centre areas of Cambridge and Peterborough.
151	It is rather long winded, and woolly
152	Please please reinstate the bus service fir Wittering
153	We need to reduce the cars on the road. Buses are our best bet. Send leaflets around to every house of the bus routes and map, so that people

	know how and when they are, then at least it isn't restricted to those who have access to the internet.
154	No
155	I would really love for our village to have a bus service - I never use it as there isn't one!! I would use regularly if we were to have one.
156	I have 2 young kids and I live in wittering, I don't drive, I am stuck in the village
157	Make it so that the people that need it can afford it, especially pensioners and young people, I have a buss pass yet not bus service to use it on. It's not all about Peterborough
158	As before, this service is vital to allow people who don't drive or don't have access to a car to get out of the village to do vital things - shopping appointments etc. also for their mental health, they need to be able to travel.
159	We desperately need the service here in a rural area..
160	A bus service allows the other community, teenagers and non drivers to get out socialise and get out which is good for their mental health and well being and is better for the environment.
161	Please link Wittering in.
162	On the whole I think it is a good idea, but some aspects are not fleshed out in any detail which I fear will reduce any commitment to plans - which is worrying.
163	It helps those who don't drive and live in the middle of nowhere. I am one of those people and having a regular bus service will help
164	I live in Wittering with no bus service. This has negatively affected our community on so many levels. Our children are isolated, our elderly residents are isolated and a lot of our younger parents that can't afford to drive are isolated. Our civilian housing is predominantly affordable housing with low income families, they used to rely on public transport to get to work, now they can't. Our military residents have a large proportion of young families with a stay at home mum that can't drive and have no way of getting out of the village during the or getting to work.
165	The need to restore a regular bus service in rural villages is vital for the health and wellbeing of residents so that they don't feel isolated or unable to get to their doctor/hospital/dentist/work/leisure. Many people especially the elderly don't drive and therefore feel abandoned.
166	Our rural Village needs a bus service our young people and people whom cannot drive are left to feel isolated n the village are unable to get jobs and meet socially as they have to rely on parents /caters
167	Please get a bus service from wittering to Stamford
168	I hope something positive comes from this. Rural areas are getting a rough deal without public transport - it's not acceptable in 2023.
169	About time and would be a big benefit to the area
170	It is a great idea and we would all love to see a service back in Wittering allowing everyone to travel to places especially those who don't drive. It's not the best to walk alongside the A1!!

171	Are any of the strategy points realistic? The Cabinet at Peterborough City have virtually no interest in local bus services.
172	Fares need to be reviewed. Currently for a major operator fares are structured in favour of longer journeys and discriminate against short hop journeys, A one, two or three stop journey in Peterborough costs £1.60. Surely a case for a short hop fare or a city centre area ticket. Vehicle quality and presentation for a a major operator is poor and in Peterborough vehicle age has increased as newer vehicles have been transferred away. The whole product has to be attractive and operators need to customer focus timetables and not base them on operational requirements
173	One of the questions asked how often I used a bus... I answered 'never purely because we don't have a bus service at all that is reliable or routine. Many of the families in the village have children attending secondary schools further away and transport such as buses is always an issue in getting these children to school
174	To consider the elderly, young and unemployed and how this affects their everyday living. I have 2 teenage daughters who are stuck here and can't get jobs unless I can take them (I work myself) . We are meant to be showing the Young good work ethic and making them independent but how can this be done when they are so isolated.
175	Bus for Wittering please
176	We need a bus service , especially with all the new houses being built in the area.
177	Since the service for Wittering has been reduced, I and my family have become increasingly isolated.
178	In relation to question 2. We have previously used call connect however due to only recent moving to area and now having a car as well as the call connect service being difficult for timing
179	I don't agree with a council tax levy to pay for services/improvements that I may not seen locally
180	Rural bus services are vital for life in small villages. Removing bus services means villages cannot retain healthy communities with teenagers and the elderly. People who can't drive need to be able to to catch a bus to school, to the doctors, for shopping, to get in to the cinema, to meet friends etc. Losing a regular, reliable bus service is a death sentence to a village.
181	I live in a village (Turves) that has no public transport links whatsoever, hence I would be unable to use a bus even if I wanted to. I hope this will change in your delivery implementation and that you will ensure a regular bus service to and from Turves is established.
182	It is all very well having a great strategy but the key is delivery. How are you going to make this happen? When will the delivery plan be available?
183	Wittering desperately needs a bus service as we are so isolated here. Service families are posted here and if they can't drive they can't get to doctors, dentists, shops etc.
184	Please can Wittering have a bus service in to Peterborough and Stamford
185	Simply that wittering NEEDS a bus service back again.
186	No

187	We really need a bus arrive in wittering, more new houses but no extra transport
188	Make sure the strategy is rolled out to rural areas too as well as the big cities.
189	Please ensure that communications across delivery partners is more collaborative.
190	My teenage kids have hardly no independence of going to town to meet with friends unless I take them
191	Definitely will be looking forward to getting back on the bus
192	Having a regular bus service in Wittering and surrounding areas would make a huge difference to my family and many others.
193	A rural bus service is vital for all sections of the community. From school age, low income and young families, old and those with medical issues to those members of society wanting to help the environment, socialise and get out to improve their own mental health.
194	Please revise the strategy by fully engaging with a focus group with a wide range of disabilities and senior citizens.
195	Just needs to be cheap reliable and there. It's not London so you won't get large numbers using it but it serves the community
196	Busses desperately needed in wittering. Especially that could be used for schools and people commuting to work
197	Rural bus services in the peterborough area have suffered for years. Our rural communities need better service
198	Please give Wittering back a regular, reliable bus service. Call and collect is far to complicated for so many of our residents.
199	Please connect Wansford to Peterborough and Stamford
200	Stop rewarding Stagecoach by paying them to provide a terrible service.
201	Do I have any further comments, better grammar.
202	I doubt if the strategy will be achieved while services are delivered by a private company having pretty much a monopoly.
203	Consider the times of buses in order for people to get to work and school - current timings (as a bus service was removed) isn't fit for purpose for school children and working adults.
204	We need a full bus service that covers Sundays, bank holidays and some evening times even if limited.
205	NO PRECEPT TO COUNCIL TAX
206	DON'T Stop that BUS!
207	Folksworth needs to be on the network as haddon/ Yaxley have grown. We are an isolated rural village without transportation
208	Much of the Combines Authority area is close to boundaries with neighbouring local authorities such as Northamptonshire and Lincolnshire, effective cross-county cooperation is required to provide meaningful public transport (example: Stagecoach East X4 bus connecting Peterborough to the Huntingdonshire village of Elton then on to Northamptonshire to Oundle, Corby, Kettering.
209	While it is an aspiration I can not see it being delivered in my life time living in a rural area at the fringe of the county.

210	The bus from Peterborough to Norwich is an excellent service. It is a long distance route that people also use for local travel. My main problem with using is getting into Peterborough. More routes like this would be great I would like to see further roll out of the Ting bus.
211	We need a bus service in Wittering village, it is highly missed by residents of all ages within the village.
212	It needs to come into action quickly.
213	I feel strongly that lack of busses in rural areas drives deeper segregation and limits social mobility and inclusion. It's not just a bus, it's connection and lifestyle and opportunity.
214	Many villages have call connect buses. They need a regular reliable bus service.
215	The workers, College students and others are desperate for a bus service
216	Wittering needs bus'
217	There are no busses in Wittering, this is isolating for those who don't drive but also for the children who then have to rely on their parents for transportation. Even a daily bus to and from Peterborough or Stamford adds independence and integration
218	Wittering needs buses
219	We have elderly people In the village and would be brilliant to have a service back
220	Having retired in the PE19 area we were relying on better transport links to aid our travel around the county and beyond thinking of the environment also in not using a car.
221	It needs to happen as quickly as possible there has been enough talking and money spent on surveys etc people need to see action and things happening! The flat fare of £2 per single journey and the temp bus services that replaced the ones stagecoach couldn't make money from I'm sure have helped an awful lot of people!
222	N/a
223	Charging people to drive in an area alienates people as it makes them think that the rich will continue to use their cars increasing the them & us divide. Maybe you should have a 1st & 2nd class area on buses as you have on trains to encourage all people to use buses.
224	Buses need to be available and affordable before cities/towns restrict access to cars (Cambridge!). They may run at a loss for a while
225	Wittering needs a regular bus service.
226	Bring back rural buses!!
227	Villages small towns should have a bus service. Good for the environment to keep cars off roads. And so people can get to drs shops or just for leisure reasons. It's a very important service to so many people it should be a priority of the council to oversee this service
228	It could be better explained. The Strategy Document is too long, only the already-committed will bother to read it.
229	I think it's wrong to have a free bus pass perhaps a reduced ticket price pass would be better as there is less subsidy needed so hopefully more companies would want to run rural bus services

230	With the impact of climate change and the ongoing economic situation we should move to more use of public transport (ideally electric) and discourage car ownership. We currently live in a rural area where we have no bus service. So we have to use a car, especially for our regular trips to the hospital over the past two years.
231	Let's hope you can make it happen!
232	We need buses again to cut down on cars and parking problems and to enable easy travel. Listen to the public and get a service going again please.
233	Rural service to enable people to get to work, shops, rail network, hospital etc.and to connect with other rural places.
234	put never is a previous box as our bus service from Peterborough to Stamford was stopped 2 and bit years ago causing a great loss for the community we would support and need a bus service, call connect is not sufficient, teenagers need to get to colleges people need to get to work, people want to help the environment.. WE NEED A BUS SERVICE FOR OUR TEENAGERS, YOUNG PEOPLE, ELDERLY AND ALL OF US IN THE VILLAGE PLEASE
235	Actually do something about it. Words are all well and good but we need positive and cohesive action. Getting vectare replaced by a bus company that cares would be a good start.
236	It is important to have a bus strategy, also important to have a bus service. I used it when we had one, to get to work and to go into Peterborough to shop and to socialise with friends. I would use it again if we had one.
237	Just that qe really need a but for elderly and students of our community.....with it hopefully being extensive enough to use for all work/leisure purposes
238	Nassington needs a bus service!
239	My priority is providing a service to rural areas to allow people to get to shops, doctors, hospitals etc There a lot of people who feel isolated with no access to buses.
240	Can we please have a bus service to take us into a growing City and support the shops restaurants and bars there and also appreciate our wonderful City
241	We do not have a bus service at the moment and as we live in a village we would like to have this reinstated.
242	Having a bus service would be a great start
243	I am just grateful that our long standing problem is being addressed
244	it would just be good to have a bus in our village!
245	Please just make it happen
246	I currently have no access to a bus service, no longer drive because of health problems, no proper shop in the village. Disgraceful state of affairs.
247	A comprehensive bus service that includes all rural, as well as city , areas is required. This is needed to support our ageing population, ensure equality of access and to work towards Net zero.
248	I think the lack of buses in rural areas cuts people off and limits their life pleasure. Castor and Ailsworth are expanding and need a regular and frequent service especially with the care home and future development of Woodlands

249	Totally support an overarching strategy that keeps villages connected. I know an elderly village residents who moved to a town to maintain an independent life after our bus service was withdrawn
250	it would be good to be as you say
251	Need a regular bus service from Castor.
252	So many villages have no bus service now, we are going backwards in terms of service and availability instead of forwards
253	It need to happen I'm a single mum with mental health issues that live in a village far away from any family or friends and as I moved in the bus service was cut so for 3 years I've had to struggle getting anywhere to see family or even shopping
254	Please do include rural areas like Marholm in your wonderful strategy which you have obviously put so much time and effort into.
255	Wittering to stamford would reduce traffic to stamford and help the village with transport. People in th forces would be supported too and have the opportunity to work in town
256	RURAL VILLAGES ARE IN SOME CASES ARE COMPLETELY CUT OFF AND UNLESS YOU HAVE A CAR ARE STUCK
257	Castor and Ailsworth needs a better bus service.
258	Rural bus services are vital for the elderly. Here in castor & ailsworth we jave NOT had a bus service for several years and thst needs addressing.
259	I wouldn't want to see double decker buses travelling the countryside with just half a dozen people on them. The rural villages need quite a different system to that of Peterborough city area. Perhaps ask people when/ where /why they would travel by bus?.
260	If buses are known to be available I'm sure more will be used. Surely part of the 'green' message.
261	Wittering needs a bus service. A large community with an unreliable alternative
262	If my village (Castor and Ailsworth) had a bus service I would use it in preference to driving into Peterborough
263	I am very relieved that some serious thought is being put into the ongoing poor bus services.
264	A safe, reliable and consistent bus service is vital for rural areas for a range of people. Have teenage child this would support them being able to go into town and also access higher level education centres.
265	Please provide a bus service to Water Newton.
266	I think people who currently have the use of a free bus pass should be allowed to pay for the service if they are in a position to do so. Therefore improving the service for everyone
267	I want to be able to meet friends and family without being reliant on lifts and goodwill
268	I would love to see a new bus service for rural areas including wittering so I don't have to use my car and it's convenient as I don't have to worry about parking.

269	The Bus Strategy has been well thought out to cover everyone's needs. Many Rural areas have lost there Bus Services over the years due to them being no longer cost effective for the Bus Companies. This has not only affected the residents of Rural Communities but it has sadly denied people from the Inner City areas of Peterborough that are also on low incomes with no transport ,the opportunity to visit the Historic and Beautiful Countryside in the surrounding areas of Peterborough.
270	Please enable us to leave cars at home!!
271	No, just a service into and out of our village at regular times
272	Come to the village and speak to the residents and let us have a say.
273	Bus Services are not just about Transportation - they fulfil so much more. People get exercise and fresh air getting to and from the bus stops. People get to know their neighbours while waiting for the next bus . Young people learn to mix with all other age groups safely and appropriately while travelling. Young people gain a sense of independence and expand their horizons with part time work while older generations hang on to their confidence and pride. Communities thrive, people want to live in all parts of the counties and villages don't die with the loss of its young families...
274	The current provisions for buses in the village of Sutton are to be extended to cover early evenings and that the buses connect with Lancaster way Business park, Ely Train Station and Ely City Centre to allow commuters to use the buses or trains onwards to Cambridge and other destinations. Additional routes be added that connect Sutton with the guided bus services in Longstanton or St Ives.
275	I hope it works as well as you envisage.
276	Consider the impact of poor transport networks on rural communities, we want young people to access further education and work so they can positively contribute to society and need buses to do that!
277	This is aspirational, there is zero detail on how to deliver it or costs
278	This Bus strategy is needed, at the moment buses are very unreliable and expensive (before £2 fare). In my life I always considered public transport for commuting and it was never attractive. Driving car was cheaper there were always delays and would prefer to sit in car in traffic than on bus stop in rain to my last job it would take me 15min by car and 45mins by bus and yet again it was more expensive to use bus. I must admitt, £2 fare attracted me to use bus rather than drive eventhough it takes more time.
279	Keep it simple, keep it fair for all and make sure services are as direct as possible
280	Do away with poor quality operators continually letting down passes. Put proper routes in place instead of rubbish fad demand buses like Ting which is unreliable and poorly run
281	In order to achieve this bus strategy there will have to be more than adequate resources of different kinds , obviously money but also other kinds of resources. This will be the key to success. At the moment Cambridge buses are a nightmare for my friends.

282	It isn't a strategy. It's just a list of aspirations. The strategy has to be the proposed actions for turning the aspirations into reality.
283	Franchising not affordable. Electronic departure boards are fine but at bus stations there needs to be full up-to-date timetables on display showing all intermediate points and timings in both directions, ideally with maps and other info. Ideally printed timetables or booklets as well. The electronic displays don't tell you when you can come back or when they run on other days of the week etc. Many people don't have internet or apps or find it too difficult to search for the information, which is often hard to find.
284	thank you for taking steps to enhance the bus network
285	there is a lot of talk ie linking routes to places people want to go. The guided bus route added extra travel time to those living in Huntingdon and there is still not a direct bus from Huntingdon to Addenbrookes
286	Major re think needed. NOT tinkering
287	It sounds great. At last some joined-up thinking to help reduce carbon emissions. Good luck!
288	That the authors and decision makers use the buses and speak to the people who are taking the buses. Asking questions survey while cheap and easy does not provide a complete picture. Read about basic Q&Q research methods and sampling.
289	I di not agree with the CONgestion and I am sure these surveys are to hoodwink the residents. Combined authority, gcp and th3 county council cannot be trusted. The quicker labour and libdem are voted out the better.
290	It is vital that we do not have the situation in the future when a single bus company can hold us to ransom, threatening to withdraw/re-route services with very little notice and potentially leaving people with no way of getting to work/college or even shopping by public transport. If we are really serious about reducing pollution, we must reduce the need for individual car journeys - reliable buses connecting with rural areas are vital.
291	The strategy is good, but we need assurances that no area will be cut off including Hardwick's Citi4
292	The infrasructure needs to be invested before congestion charging and before housing developements are complete and not an after thought.
293	Buses are the future.We are a community- not just a place where often single car drivers in their metal boxes on wheels, drive very short distances with 3 empty seats adding to traffic and pollution.There should be a move away from car use within 5 or so miles of Cambridge: if a bus ran reliably every half hour why would you need to drive?There needs to be a cultural shift.I am unable to run a car as I can't afford to.
294	The ambition is commendable but the method is limiting, We need a bold approach that is a cross capital, delivery and operational partners, Need to acknowledge the impact of failure and the compounding impacts across the issues such as employment, skills, employment, life chances.

295	<p>The strategy is good in theory, providing a viable alternative to car use, fast, convenient and reliable, but pointless if it cannot deliver, which is the case for Willingham.</p> <p>Under the GCP plans our bus service will be worse than it had been in recent years. Fast and direct services would be wonderful, but we have lost our direct service to Cambridge. Under the proposed plans we will need to take two buses: an hourly rural loop bus to Longstanton P&R and then the Busway. This is neither fast nor direct and builds in uncertainty and confusion. Even if all goes perfectly to plan there is no way that a Willingham resident 'can easily access a good job within 30 minutes by public transport' (page 7). Someone just missing the rural loop bus could have almost an hour to wait. This will not provide a viable alternative to the car. And there are no plans for new routes to connect us to where we want to go. Cottenham is an obvious example, where the Village College that serves Willingham is located. There is nothing here that will promote bus use or reduce car use.</p>
296	Unreliable, late, cancelled, don't go where you want to go, don't go when you want to go, no guarantee of getting home, rude staff, rude/dangerous customers, often can't get a seat, too expensive, useless when carrying loads, no protection at stops, unsafe.
297	As above.
298	You can't realistically have a bus strategy but wilfully ignore the staffing crisis resulting from Brexit and an ageing population. In addition many bus drivers will retire in the next 5 years (you ever seen a young one?) resulting in further driver shortages.
299	<p>i'd love to use the bus again!</p> <p>Just one more comment, I have not found the Ting bus at all helpful - when I have wanted to use it one has not been available for hours, and they cannot be relied on to get to appointments in time.</p> <p>When going further than I can walk or cycle I currently ask for lifts or use taxis - another car on the road!</p>
300	Scrap it and get people who know what to do and definitely never use Stagecoach
301	<p>There is no point in having a Bus Strategy without an integrated transport strategy, Your words come from a nice to have in an ideal world starting from scratch. Never going to happen.</p> <p>The only way to remove the stupid congestion in Cambridge City is to put a Metro underground/overground. Previous Mayor had the right idea but no support. At the weekend the congestion I see is mostly jostling buses! The GCP plan to move people from cars to buses wont work in villages unless you put rural buses back in. The GCP Plan for C2C is also becoming more and more irrelevant at plans develop to double Cambourne population size and bring in East West Rail service.</p> <p>And why is there no lobby to get a proper cloverleaf on Girton? At the moment many of the commuter cars through Hardwick, Coton, Comberton and Barton are there because there is no A428 and M11 connection. Think wider.</p>
302	I really love the idea of the Ting bus too. It's great that you're looking to improve the bus service.

303	<p>a) The Bus Strategy has only two small references to the Greater Cambridge Partnership Bus Strategy in 'Making Connections'. Given the latter's crucial importance to the bus services over a large part of the CPCA area (including those parts that are also outwith the GCP area) this seems a rather crucial omission from the CPCA Bus Strategy.</p> <p>a) The Bus Strategy has only two small references to the Greater Cambridge Partnership Bus Strategy in 'Making Connections'. Given the latter's crucial importance to the bus services over a large part of the CPCA area (including those parts that are also outwith the GCP area) this seems a rather crucial omission from the CPCA Bus Strategy.</p> <p>b) The Bus Strategy seems to minimise the vast gap in provision and quality (regarding both the Bus Service level and the level of User Information) between the Network outlined in the 'Vision for Bus' and the Network that is provided now by CPCA and the bus operators. Whilst a gap is acknowledged in 'Setting the Scene' (page 4), this omits a reference to the massive Stagecoach bus cuts at the end of October 2022, which both in themselves and in the response of the CPCA to them, revealed gaps in both the Partnership and User Information elements of CPCA's existing Bus co-ordination activities. Omission of a reference to this reduces the Strategy's credibility.</p> <p>a) The Bus Strategy has only two small references to the Greater Cambridge Partnership Bus Strategy in 'Making Connections'. Given the latter's crucial importance to the bus services over a large part of the CPCA area (including those parts that are also outwith the GCP area) this seems a rather crucial omission from the CPCA Bus Strategy.</p> <p>b) The Bus Strategy seems to minimise the vast gap in provision and quality (regarding both the Bus Service level and the level of User Information) between the Network outlined in the 'Vision for Bus' and the Network that is provided now by CPCA and the bus operators. Whilst a gap is acknowledged in 'Setting the Scene' (page 4), this omits a reference to the massive Stagecoach bus cuts at the end of October 2022, which both in themselves and in the response of the CPCA to them, revealed gaps in both the Partnership and User Information elements of CPCA's existing Bus co-ordination activities. Omission of a reference to this reduces the Strategy's credibility.</p> <p>c) There is no mention in the Strategy of the costs that CPCA will incur in delivering a 'Vision for Buses', nor of the Strategies that CPCA has for obtaining the funds to deliver the 'Vision for Buses'. These gaps further reduce the Strategy's credibility.</p>
304	It will be more credible when there is a timeline for specific actions to ensure implementation.
305	<p>Make sure you do a policy risk assessment for each of the policies within the strategy. What will your actions be if you do not achieve what you set out? For example the GCP proposals get rejected. Furthermore, there will be a general election in the next 2 years. Do you have the flexibility to reorient your strategy should a new government with new policies get elected?</p>

306	Yes, call a meeting with drivers (new and old) and operators and get direct feedback on what the current problems are. Not all passengers understand the difficulties faced by an operator, its Admin staff, drivers and service engineers etc. Public transport is about more than fancy words on paper - it's about the nitty gritty of keeping going against the odds in today's conditions. It's tough out there for all concerned!
307	Not to be paid by the congestion charge in Cambridge.
308	Something more cost effective for groups travelling together. For example 2 adults and 3 kids should cost much less than the £15.50 I paid to go from at Neots to Cambridge on the 905.
309	Usable by disabled people and autism friendly systems a must
310	smaller buses that people can summon to their road would perhaps be more accessible for older and more disabled residents
311	I live in Soham. To get to Cambridge is taking me more than 2 hours with the bus so that's not an option for me. I had hospital appointments that i needed to cancel because i couldn't afford to spend on a taxi to get there on time. The new bus service is rubbish, they never arrive in time, you can declare yourself lucky if the bus arrives at least 20 minutes late. I had mornings when i had go wait 1 hour for the next bus to get to work because the one i was usually taking never came. Not everyone has a car or is able to drive.
312	Yea make more frequent buses from.brampton and later from bus station to brampton as most people rely on a bus to get home from work and most businesses do not end untill 5:30
313	Bus services that include those from Cambridge after 10.30pm as right now you can't go to a show/late dinner/event and get home by bus. Request stops are beneficial especially for the less mobile.
314	There are many companies that provide services in other Cities. Explore alternatives to Stagecoach. Consider models in other Cities ie. Nottingham. Clean efficient and well structured public transport. As opposed to Peterborough experience. Out dated and not even based on clean energy.
315	The ideas are fantastic, the reality I see as hard to reach. Having used bus services for all my working life, 40+ years I have seen them deteriorate not improve and currently I struggle to get to work on time daily. I would welcome the changes identified.
316	We need a system that is not just focussed on Huntingdon and Cambridge so that travel from St Neots is practical. And reasonable fares to and from places like Bedford that are outside of the area.
317	Better communication is key but any improvement it welcomed
318	Our bus service has been reduced since Covid, really looking forward to being able to get to all destinations easily at all times. I know we can't be the same as London but their service far exceeds ours.
319	The intention is all very well, but once approved things go back to how they were. Late unreliable service that lets people down
320	Find a company that will actually deliver a service and not put profits over peoplr

321	Just fix it. At the moment it's overpriced, inconvenient and it takes me an hour to get to work for what should be a 30 min journey.
322	Please get on with it!!!
323	We need a clear easy to use time table with more buses per hour on village services and easy to track bus route so if there's a hold up we can check on tracker to see where bus is ect
324	Without wishing to sound negative, the congestion charge method of financing the plans is not going to work. There is far too much adverse comment.
325	please, install cycle racks on buses
326	Using latest technology and Locally available innovation, we need to develop a transport system as good, or better than London, that works in the countryside.
327	<p>The strategy document and the consultation survey are poor quality with missing information and mismatched text between the strategy and survey. The survey fails to be accessible to many people, with the Bus Strategy Document having poor compatibility, in places, with screen-readers used by people with limited vision. The survey is, thereby, at a risk of not considering all user experiences when further developing the Combined Authority's strategy.</p> <p>The strategy must be explicit about pursuing bus franchising as the crucial step to improving bus services. (See our explainer: Bus Franchising, Quality Partnerships, and other ways of Improving bus services.)</p> <p>The strategy must go beyond the bus stop and include access to the bus stop (pavements etc) by connecting with wider strategies for pavements, pedestrians' network, cycling infrastructure and cycle parking.</p> <p>The strategy is disappointing in its lack of vision and of specific aims and strategy for ensuring that bus services are fully accessible to people living with disabilities. There must be a clear strategy about accessibility.</p> <p>There are no references in the Bus Strategy document (whether in more or less acceptable terms) to 'disabled/disability', 'hearing loss', 'deaf', 'visual disability', 'sight loss', 'blind', 'reduced mobility' or 'mobility aids'. This suggests that the needs of a huge swathe of potential bus users have been disregarded.</p> <p>While well-used buses run on fossil fuels are still better than private cars, and there are mentions of 'zero emission electric buses' there must be greater clarity on the strategy to move to zero emissions</p>
328	I do not see a date when expect to see change
329	My main concerns about using the bus is the lack of space for pushchairs and luggage. It's always difficult to change buses in town with children. The strategy needs to address how the bus service will be improved for parents with young children
330	It will be costly to alter all major routes, but they desperately need upgrading to Future Proof the next 50 years of travel in and around the city. At peak times the queues on all routes into the city are intolerable. A 40 minute

	journey at other times can be as long as 1 and a half hours or more, and very stressful. The city is a major Work hub for the area and is only getting bigger and busier. Future Proof now.
331	More assistance from central government to help the authority achieve its aims, we need an absolutely reliable service particularly in rural areas and if bus companies don't give the service the operation should be taken away from them.
332	I do feel strongly that many current residents of Cambridge have adapted to poor bus services; they, like me, are unlikely to change the way they travel around Cambridge. Improved route to nearby villages might be beneficial.
333	Why did you get rid of the X5 service? It was the most used and liked service I know of
334	I thought the GCP was seeing to buses. Hope what you do is integrated.
335	This will never work if buses are unreliable, regularly turn up late, or not at all. The present timetables are a figment of someone in Stagecoach's imagination, look wonderful when shown to local authorities, but they bear no relation to actuality. They should be fined when they do not provide the services they promise, surely when this happens so often, it is a breach of contract.
336	<p>I'm so disappointed with the way this strategy has been presented and the way this survey has been presented. If it weren't for the CBGbusUsers, I wouldn't even know this was happening.</p> <p>I agree with all the points that CBGbusUsers have raised, I'll repeat them here:</p> <p>The strategy is disappointing in its lack of vision and of specific aims and strategy for ensuring that bus services are fully accessible to people living with disabilities. There must be a clear strategy about accessibility.</p> <p>There are no references in the Bus Strategy document (whether in more or less acceptable terms) to 'disabled/disability', 'hearing loss', 'deaf', 'visual disability', 'sight loss', 'blind', 'reduced mobility' or 'mobility aids'. This suggests that the needs of a huge swathe of potential bus users have been disregarded.</p> <p>While well-used buses run on fossil fuels are still better than private cars, and there are mentions of 'zero emission electric buses' there must be greater clarity on the strategy to move to zero emissions.</p>
337	It is difficult to convey the depth of response if a prepopulated consultation format particularly in ranking priorities.

338	How much space do I have? It is all very good in terms of general principles but there is little detail on what is going to happen in practical terms to deliver the aspirations. In particular, there is no recognition of the difficulty of getting by bus from Peterborough to almost anywhere in Northamptonshire. Park and Ride is mentioned solely in relation to Cambridge, with no mention that Peterborough used to have one on Saturdays for part of the year. The strategy makes only veiled references to bus franchising and the need for a massive injection of funding and how this could be achieved. Issues of public safety caused by infrequent evening bus services in Peterborough are not mentioned and there is only one paragraph on rural bus services, which is a big issue in areas round Peterborough. No detail on fares....personal I favour fares free buses in urban areas (like they have in Luxembourg) but equally good would be very low flat rate fares (as under the current Government funded scheme or the proposals being introduced across Germany).
339	Make sure that new areas of housing are served at an early stage of development, so that bus usage can become habitual.
340	Integrate routes with fixed timetable with in demand reactive services (dial a ride)
341	The mission must be to serve the people of Cambridgeshire and Peterborough predominantly. Also, it must enable each and every one who uses the Bus Service to experience a modern, first class service to enable fluid travel, facilitating easy travel to medical facilities, education and employment. As many daytime 'stakeholders' are elderly or have small children, serious consideration should be given to single-decker buses for ease of transportation eg the X5 model.
342	Unless ALL rural areas are serviced the same as semi-rural, this will fail.
343	bus from march town are shockingly poor, the network needs improvement. you cannot work and live in different places for example the bus from march to wisbech does not run past 5pm. We used to be able to get the bus from march to cambridge, march to kings lynn and march to peterborough and these obviously included the stops of chatteris, ely, wisbech and whittlesea but now we struggle to get anywhere. Workers need early and late buses, people paying the fare that want a whole leisure day are also penalised. It seems we have gone to a service that caters to the free bus pass allowing for about an hour or two before needing to return home. Even the elder are complaining as they cannot get to hinchbrooke, adenbrookes, peterborough city or queen elizabeth hospitals
344	Consider funding via Council Tax. There are currently portions for Police & Fire, which are considered essential services, so why not Public Transport? The principle is that if I have to pay in part for it then I might be more inclined to use it.
345	We are in desperate need of a decent service asap!
346	Buses need to be new and environmentally friendly - the buses being used to provide tendered services which were dropped by Stagecoach are old and polluting - environmental sustainability needs to be part of the tendering process and built in to the rules, as it is with taxis and other vehicles controlled by the local authorities

347	Whilst the aims and objectives are excellent, there is very little content to cover the implementation of these objectives. We would like to see further details regarding the logistical implementation processes.
348	Stagecoach is now owned by a consortium the members of which have LENT money in anticipation of relatively quick returns by selling off the operating companies. (source Companies House) Making a reasonably good profit with any form of mass transport is not easy. Franchising is not a quick fix. You need to find a reliable operator willing to buy the business fairly quickly
349	Please reintroduce a bus service from March to Ely.
350	Please make it work and make it more affordable for everyday people.
351	The people drawing up the strategy need to get out on the buses, try a few routes & talk directly to the people using them!
352	Need to stop cancelling bus. Need better system for queues as people always jump the queue. Better value pricing and more polite drivers. Cleaner buses and rubbish removed
353	I am totally against charging drivers to pay for setting up bus services.
354	Hub and spoke approach is the main way of routes are designed today but we are missing circular routes that can connect the "spokes" in the periphery. Without these some travellers are forced into a hub adding time and making the option less desirable than let's say a car
355	To be properly integrated a rural bus service must offer travel to the rail station for both commuting and day trips. It is no use if it is not available until after 10:00 and not after 19:00.
356	The busway is vital, it has made bus transport viable from our area (cb24). It must be protected and improved. It is an express service. En-route stops in Milton and Histon Road must be ceased. Improvements made (some rerouting to make it optimum speed into Cambridge). Then rolled out to other viable routes into the city. Its success is the 'off-Road' sections. I strongly regret the sudden and incomprehensible cancellation of the 'Metro' system, which, although would have its difficulties, would have been a major factor in reducing congestion. The arrogant manner in which it was cancelled, without any consultation process makes it harder to accept. I urge anyone reading this to do whatever it takes to allow this comprehensive and radical plan to be resurrected.
357	I think the bus strategy needs to pay particular attention to ensure that local people can reach a doctors, chemist, and local shop as well as meeting other requirements, this is all too often forgotten in the big scheme of things
358	Horningsea village needs to have a regular (not on-demand) bus service if you are to succeed in your objective to get people out of their cars. The current strategy does not show how this will be achieved. In fact, it is highly doubtful that this will be the case because of the inherent flaws with the proposed implementation. There is too much fragmentation in the franchise plan. It is unclear how underperforming bus routes will be supported and there is no mention of how the extra investment will be paid for. Horningsea Parish Council cannot see how it can support the current strategy if there aren't stronger guarantees and contingencies in place.

359	Strategy means very little if it is implemented poorly. It seems that this is generally an admirable initiative but so far there have been no signs of positive implementation.
360	I would suggest that those involved in this survey actually use the service and occasionally visit Peterborough Queensgate bus station ,particularly after a rainfall and try to imagine your first impression of Peterborough
361	Important to implement so as to get people off the roads to help the environment
362	Please get franchising in place as soon as possible, and develop a proper subsidy model (e.g. on a reformed congestion charge proposal).
363	You should think First: about people, drivers Second: Roads, footpaths, cycle lanes, safe bus stops and safe access to those stops Third: Buses, new economical, gas, diesel, hybrid small vehicles, safe to drive with high speeds on the highways.
364	No - just hope and pray for a far better bus service.
365	That the buses are INTEGRATED - i.e meet and join up with rail services, where they don't at present, and are fully able to accept/issue rail tickets, from the electronic ticket machines that they have on board. When you consider that rail tickets are issued for use by bus by rail, it surely shouldn't be too much trouble for the bus to issue rail tickets - especially when they are usually issued via the ticket machines, that SHOULD be able to be joined to a network - if they're not, then they should be!
366	In addition to the comments made above, the strategy needs to consider the option of a park and ride service in Peterborough. Improved accessibility such as bus stops, dropped kerbs are also needed to ensure people can access bus services. There is a need to ensure that services are integrated. In Peterborough, eveing services do not link up in the bus station and leave at different times which creates issues for passengers. More emphasis needs to be placed on low emission vehicles, especially for services that are subsidised by CPCA. We are pleased that integrated ticketing and simpler fares are important parts of the strategy. Fear of crime and anti-social behaviour can be barriers to people wanting to use public transport and is something the strategy should consider.
367	Living Streets is rather disappointed by the quality of the strategy and the consultation. We look forward to seeing the detailed action plan needed to take the strategy forward. In relation to this we strongly encourage the CPCA to pursue franchising if possible. From a Living Streets viewpoint, making access to the bus stops safe and easy, with real-time information about schedules and rainproof seating where possible is critical. This requires work across local authorities and connecting to active travel strategies for pavements and pedestrian networks. As new vehicle provision is bought it would be important to have adequate space inside the bus so avoiding conflict between prams and wheelchairs (which has been reported to us on occasion). Also good to have cycle racks

	<p>on the back of buses to enable cyclists to undertake longer journeys using cycle-bus-cycle modes.</p> <p>It will be crucial that adequate connections are made between the various strategies being consulted on and from our viewpoint the Active Travel strategy aiming at walking (and cycling) must deliver the access and connectivity from pedestrians that enable them to make safe and healthy use of the integrated bus network.</p>
368	It would be really good if the buses had bike racks so you could take your bike especially on the rural buses.
369	Sorry haven't read it fully but want a bus system that people just naturally use because its so good and better than being in a car on congested roads with difficulty parking and a congestion charge (which I support) - Like London
370	Frequent, regular, reliable services are what people want if they are going to get out of their cars. Many cities and towns in Europe have achieved this better than here in the UK.
371	We deserve reliable, frequent, well connected, public transport system. The city is very difficult to navigate even for the elderly. This needs to change! We also need better last mile connectivity.
372	Ability to put several bikes on a bus (e.g. Los Angeles style buses with space in front of the bus)
373	Think of bus users and pedestrians. Not just cyclists. And help motorists to make the switch to public transport, even if it's only on P&R services rather than travelling from one town to another.
374	My children would have more freedom if they could easily get buses where they need to go.
375	No further comments apart from increase the number of services and the number of routes and improve the reliability of rural services.
376	Affordable, please! And consider subsidising by tax on any huge cars, like Land Rovers, SUVs, etc, driven in the city
377	No mention of how the bus strategy integrates with the Greater Cambridge Partnership strategy ambitions around improving connectivity. Is this really a coherent plan that has involved all parties across a very complex region.
378	<p>I think people will want to see the routes you are proposing and whether the strategy works for them. It's all well and good consulting on the strategy but at the moment there's nothing to understand what the new bus network will look like.</p> <p>The city isn't very connected by bus and doesn't go to all destinations. It can take over an hour to travel from Fulbourn into the city and driving is much quicker.</p> <p>It depends also who you are trying to attract to buses. The needs of the commuter are very different to the oap who likes the freedom and independence that the car gives them without the physical need to walk to a bus stop and wait in the cold or interchange.</p>

379	I don't see enough about catering for disabled people in the strategy and only passing mentions of electric buses. Both these aspects should be urgently addressed, particularly strategy on disabled people.
380	We need better buses, specifically in Sawtry
381	If the bus service were better, I would use it much more.
382	I would also like to see better linkage to bike networks and cycling more generally -- e.g., convenient cycle parking around major bus stops.
383	Need more spaces for wheelchairs and prams otherwise people in these categories sometimes have to wait for bus after bus to pass them before they can get on one
384	I use the bus one a week. I am trying to drive less. But I want my efforts to have a greater effect than allowing car drivers to get this their places quicker (because there are fewer cars). I wish for public transport to be seen as the first choice not as an indicator that I do not have any other option.
385	Have better busses on time
386	This strategy sounds excellent. As someone who is frequently let down by the service in Cambridge city I look forward to it's realization with more buses running on time for good value.
387	The questions assume no downside and give no costs etc - so this is a pointless questionnaire
388	Seems to be a distinct lack of inclusion of people with disabilities in the consultation document. Our bus service must be for all. Disappointed that there seems to be a lack of vision for moving to zero emissions vehicles. This should be built into this strategy.
389	stop stagecoach missing up the bus services
390	The strategy is disappointing in a few areas: - It lacks ambition and specificity. - Bus franchising is sidelined, despite being the best option. - It does not explain how zero emissions travel will be achieved - Connections beyond the bus stop must be considered - There are no references in the Bus Strategy document to 'disabled/disability', 'hearing loss', 'deaf', 'visual disability', 'sight loss', 'blind', 'reduced mobility' or 'mobility aids' nor other cognitive impairments. This is worrying, as an effective bus service needs to be inclusive and accessible, especially as private cars are less likely to be an option for many people in these groups. A strategy for disabled
391	your proposal is not honest in presenting the impact of the new services and bus lanes etc on those that live here and the local environment And you fail to address the security (reliability) of public transport, to avoid the Stagecoach fiasco
392	More buses on mill road back to every ten minutes
393	It seems unambitious. A starting point for improvements might be a network of the quality we had 20 years ago.
394	Buses are part of an integrated transport strategy not an alternative to cars. As soon as the congestion tax looked like being forced I boycotted busses
395	Don't cut busses at the last min. It's not fair.make it clear and bold

396	How this is going to be financed should be mentioned first considering the dire effect a road user charge would have on so many. Many people cannot use a bus for their daily work or other reasons. Addenbrookes in the proposed charging zone is preposterous, so is charging people leaving the zone who live at the edge. There is no "congestion" in Cambridge - it is created artificially by changes of road layouts, ill timed road works instead of staggered works and LTNs. Even with all of this, there only is a problem for about 1.5 hours in the morning and late afternoon during rush hour. A new bus service would be great - but financed a different way.
397	Please provide buses on time from Chesterton. Bus 2 is always unreliable
398	Strategy should prioritise making busses attractive option and alternative to personal vehicles and should not rely intrinsically on dissuading it via a congestion charge. Many cities run public transport systems effectively without this narrative or approach (i.e.congestion charge)
399	I DO NOT SUPPORT CONGESTION CHARGING as a means of funding the bus service
400	It is wooly and unambitious. Very little mention has been made of disability, when it should be included as a basic principle of design. The strategy is unambitious, with limited targets (and mostly no explicit targets at all). No mention is made of open data/APIs, which are vital to innovation and accessibility. It does not come out in favour of franchising, which will clearly be more effective than enhanced partnerships. There is no mention of travel hubs or express routes, both of which are a necessary part of a good rural bus service. Low-emissions buses are mentioned but there is no adoption/discussion of specific science-based targets to meet on emissions.
401	I do wonder if it's possible to actually deliver this, and if it's overly ambitious are you prepared and strategizing for how to keep the core functions working well enough? It sounds wonderful but how will you find the staffing, and a supply of healthy staff when no one masks any more? What about UV air filtration on buses? Really people should be asked to mask on transit if they're at all ill at the very least.
402	My drive to work at 6 am takes 9 minutes, doorstep to clocking in. The bus stop is a 6 minutes walk, plus waiting time (usually 10-15 minutes), plus a journey time of 45-50 minutes, with almost zero traffic and oftentimes gets me to work late. My return at 15:30 takes 13-15 minutes, clocking out to doorstep. The bus takes 60-75 minutes with litt traffic at that time of day. During inclement weather, it is likely that I will arrive at work either/or cold and wet. My petrol cost over 5 days is £10, a 7 day bus pass cost, currently, £18, am I really expected to pay 80% more, for a massively inconvenient, inefficient *service* ? I also have a disabled daughter, who needs my time from 16:00 Mon-Thurs and 13:30 on a Friday, the bus service can't, with the best will in the world, get me home in time.

	For some, the proposals will work, but asking amongst family, friends and colleagues, it just won't work for anyone that starts work before 08:00.
403	It's not achievable, improve the roads
404	Can it be speeded up . The service at the moment is dreadful
405	The service must be frequent, fast with fair fares. I would also like the option of putting my bike on the bus.
406	Buses are outdated. A lightrail would be far more enticing. No matter how improved the bus service will be, it is a much slower option of travelling as it doesnt take a direct route. I have no problem with using buses currently if time and situation allows, but often its just not an option.
407	No congestion charge
408	Not everyone can use a bus. Not everyone has a blue badge. Buses do not work for everyone.
409	Completely against the congestion charge. Stop trying to make us believe that you will be able to improve a public transport system that hasn't worked in decades. Congestion charge doesn't help anyone, and you know that won't provide enough to sustain your plans.
410	I am negative about new ideas related to buses in the city. I do not support what is happening - as a resident and payer. I believe that the city is now getting worse and worse managed and it will lead to collapse.
411	It fails to address peoples' needs for carrying "stuff". What about food shopping, recycling, etc.
412	The very idea that transport by bus is the answer to Cambridge's congestion problems if flawed. Cambridge needs something more fundamental, lower train fares so people can afford to travel by train and a joined transport systems to compliment it; perhaps a tram system. Messing with the buses is fiddling at the edges and will just cause more problems than it solves.
413	if you want us older ones to give up our cars drop the bus pass age down to 60
414	Buses do not run on time it's no quicker. Cambridge roads are being dug up and residents having to endure years of road works for a private transport company
415	Give people choices don't try to impose your ideas. Try to make Cambridge a vibrant city not a town that is horrible to live or visit. Most business relies on the car use and not the busses.

416	Yes, scrap it and stop turning Zbritain into a Nanny state. We have a democratic right to use our car without interference from people who know notjing about us!
417	I seldom use buses because I can walk to the city centre and cycle to most destinations in Cambridge, but if I'm lucky enough to live into my eighties I may no longer be able to drive or cycle and will be dependent on buses. That is why I have chosen to remain, in retirement, on a major bus route (2) that links me to the town centre and Addenbrookes. Not everyone is so fortunate as to have been able to locate themselves so well. Good public transport is good public health.
418	Its not a congestion charge, when you are charging motor cycles and people leaving the area. Its just another tax on motorists, and it will impact Cambridges long term viability, and you will not provide the buses stated.
419	I'm too old to do this survey All I want is a bus that is on time and not suddenly cancelled
420	We need busses that can take more than one wheelchair, as we can't always get on the bus because a wheelchair user is already on it. This is a big issue, I was disappointed that there was nothing on this survey about disabilities?
421	Stop talking and consulting and get doing We want to see good rural buses that are reliable and achievable... otherwise rural.poverty will continue to grow. At the moment you can get a bus from Peterborough to Norwich for £2, but you cant get from Folksworth to Peterborough!
422	I want to see specific proposals for which bus services are to be reinstated and when
423	No congestion charge. Light rail is better. Have more spaces for wheelchairs and prams.
424	I currently use the bus approx monthly but would use 3-4 times per week if service were adequate & improved.
425	Our roads and pavements are a mess and getting worse day by day. See if you can sort this out first, then move on to the glory projects.
426	Public ownership of the bus network should play a more significant role in the strategy. Integration with other modes of transport should recieve more consideration. There was no mention of links between buses and the rail network (neither timetabling nor interchange design) nor discussion of bike parking or bikes on buses. There was no mention of capacity on buses for wheelchair users, parent and pushchairs nor bulky luggage. There was no mention of integration with the sustainable travel plan by the GCP
427	I love buses, there need to be lots of them going to different places to make your strategy work well.
428	Please please please fix the system we currently have before getting all head in the clouds about this shiny new strategy you have created,. It's boring but so very important to many many people!

429	<p>The commitment to the environment of the bus strategy is absolutely crucial. It must be a zero-carbon strategy from the offset.</p> <p>Service provision needs to be driven by data and talking to users and non-users. We need cross-city services that meet the needs of non 9-5 workers and those with informal care responsibilities, as well as radial services supplying rural areas.</p> <p>We need to ensure that drivers and staff are paid a real living wage to ensure attrition levels reduce. This is not outlined in the strategy.</p> <p>Safety of users outside buses is crucial. Means shelters, lighting, provided wait-spaces that don't interfere with road or footpath users.</p> <p>We need connectivity to local sites of interest (nature reserves, national trust areas) which reduce the need for private journeys to those places and allow access to those who do not have private vehicles. Again, I don't see this referenced in the strategy.</p> <p>I agree that the GCP requires legally binding commitments with operators, but it also needs the ability to enforce those commitments. A franchising system or system of clear fines would go a long way to ensure that the effectiveness of services and the people that use them is driven by what people need, rather than profit for the operator.</p> <p>There are some clarity issues with the presentation of the strategy. There are some places where the information is vague and needs clarifying, as outlined in my answers. There are also areas where information is outright missing, for example a missing table referenced on p12.</p>
430	<p>This is just another brainless unattainable strategy. It will do nothing to stop climate change. Our cars, delivery vehicles and buses are all cleaner than ever with very low emissions. You will never get people living in our villages to change their habits as they can drive and park freely in their local shopping areas. Only Cambridge is victimised.</p>
431	<p>Word search; heritage, river, bridge, Conservation, place making, beauty, constraints, damage, dirt, vibration,.. medieval City. scale, if they do not appear- then it fails as a considered strategy. Sorry!</p>
432	<p>Fewer busses in town, unless they are actually being used!!</p>
433	<p>Is this really achievable? Does Cambridgeshire have sufficient population density to make this financially viable?</p>
434	<p>Great that action is planned to improve the region's public transport - there will be opposition from the normal quarters, but this will be welcome and beneficial to the great majority of people.</p>
435	<p>The village of Grantchester has a poor bus service. It would greatly help to have an additional service that goes to the Trumpington Park and Ride to give access to buses to the hospital and the station.</p>

436	You need to use taxpayers money wisely. Not just for cyclists!!! Look at Transport for London. Shame on you Cambridge.
437	<p>I worked/researched in the areas of public transport starting at the time of changes to 'One Man Operation' and saw how operators were misled by the 'profit' objective and failed to realise the impact on 'service'. I was also involved in the 'Nottingham Zones and Collars' experiment in mid 1970s which was an early experiment in wider area bus priority. It failed, in part because of the easy availability of cheap parking in the City Centre</p> <p>The one big area that should bring benefits to 'service' is to integrate 'Schools' & 'Works' buses into the public network. The NEED for works buses to high employment sites such as ARM, Granta Park, and the Genome Campus shows the failure of the current public network to adapt to service need. It costs the companies £££s and reduces flexibility for their workforce. The provision of school buses (excluding special needs), I believe, costs Cambridgeshire County Council many millions each year. Integrating such requirements into a public network would clearly greatly benefit the wider public, and reduce car dependency (AND isolation for those without car access).</p> <p>I do NOT see C2C or CSET as value for money, as a much better public bus network on those corridors could, with simple bits of bus priority, easily capture, with targeting, the 15% of car traffic needed to remove 80% of congestion on those radial routes. That would be a quick WiN,WIN as quicker service bus would attract more users and would reduce operating costs.</p>
438	more buses in evenings and Sundays
439	Drop the tax 😊
440	This will make cambridge centre for tourists and students with no regard for the residents.
441	a lot of very pretty words that will end the same way as all politicians' promises do – not delivering what was promised, giving profits to politicians' friends and harming the common man.
442	I think it's totally unrealistic and not achievable.
443	Effective bus strategies have to be ambitious (use successful cities plans as models) and accountable. I struggle to see how this can be achieved with them remaining privately owned. If they are publicly managed you can utilize funds from low congestion zones to support and maintain the public transportation effectively. It needs to be less about profit and more about maintaining effective, sustainable, environmentally responsible, affordable, clean, reliable and accessible public transportation that has a longer vision than their annual profits!

444	<p>I hereby re-iterate and endorse the following words of Dr Colin Harris:</p> <p>'The Greater Cambridge Partnership (GCP) congestion charging and 'Making Connections' consultation (closing at midday on December 23, 2022) has ignited intense debate, with strong views expressed for and against the Sustainable Travel Zone.</p> <p>Vehicle charges would apply within the zone between 7am and 7pm on weekdays, including most of Cambridge city.</p> <p>The plans would substantially expand bus provision across the region. A spokesperson for the GCP executive board has said "There is no Plan B", and suggested the public either accept the scheme put forward, perhaps with minor tweaks, or 'do nothing' at all. But is that a fair statement of the case? Are there alternatives, and if there are, why have they not been presented to the public as options for consideration?</p> <p>An alternative using light rail</p> <p>Cambridge Connect was set up seven years ago to develop one such alternative based on light rail. The light rail lines would be on two main axes (see network graphic) to provide a mass transit service on a core backbone.</p> <p>The Isaac Newton Line would extend from Cambourne to Haverhill via the Cambridge city centre, central rail station and Addenbrooke's. The Darwin Line would extend from Cambridge North station to Trumpington via the Science Park, Eddington, the University of Cambridge's West Campus and the city centre.</p> <p>Working together, these two core lines would provide a fast, frequent and reliable service from the periphery right into the heart of Cambridge. A short – approximately 2.5km (about 1.5 miles) – tunnel overcomes the difficulty of running a mass transit system into the city centre. This is especially the case in Cambridge with its unique historic setting, high environmental values of the river and practical constraints of a mediaeval street layout. A short tunnel also avoids the need to dig up inner city streets and utilities to lay tracks, which is costly and disruptive.</p> <p>A modern light rail vehicle - an example from Nottingham NET. Picture: Colin Harris, 2016</p> <p>A modern light rail vehicle - an example from Nottingham NET. Picture: Colin Harris, 2016</p> <p>Light rail was identified as the best technology to enable this scheme because it has been proven to be most effective at generating modal shift (persuading people to switch from driving cars), has the strongest environmental performance of any mode of public transport (the most</p>
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	<p>energy efficient and lowest emissions), and because it has the required capacity to meet the demands of mass transit now and in the future.</p> <p>This last point is important to meet the needs of a growing population. Two constraints of light rail, however, are that it needs a higher upfront capital investment and, with fixed lines, it is also less flexible than running buses on roads.</p> <p>Balanced against these limitations, the permanent investment made in light rail also offers some advantages. For example, the permanence provides investors with confidence that it will be operating for a long time into the future. Bus services running on normal roads can be withdrawn as easily as they are added – as we have seen in recent months – and this makes investment around those services less attractive.</p> <p>In addition, the high upfront capital cost of light rail is offset to a degree by lower operating costs (eg higher energy efficiency, greater capacity and fewer drivers). Overall, light rail has a lower carbon footprint than buses carrying equivalent numbers.</p> <p>Cambridge Connect's background</p> <p>Cambridge Connect is an independent, informal collaboration with Railfuture, UK Tram and a range of individuals and companies working in the light rail industry.</p> <p>It was set up to develop transport options to improve quality of life in the Cambridge region, especially given the pressures of growth and climate change, with the aim of developing an integrated and long-term plan for public transport.</p> <p>In 2017, the then-mayor of the Cambridgeshire and Peterborough Combined Authority, James Palmer, promised to implement the light rail scheme we proposed.</p> <p>A mass transit study was undertaken, which concluded light rail was the best available technology for mass transit, although that study also considered light rail could be too expensive. The study therefore proposed a type of autonomous bus solution known as the Cambridgeshire Autonomous Metro (CAM), which Mr Palmer adopted.</p> <p>We opposed CAM because the technology was risky and unproven, and it was environmentally less sound than light rail. The CAM suffered from many of the weaknesses of buses but few of the benefits.</p> <p>CAM also had a very extensive and complex plan for a tunnel, which we considered unaffordable and undeliverable. This untested CAM scheme was also going to be extremely expensive. The new mayor, Dr Nik Johnson, cancelled Mr Palmer's CAM, and we welcomed that decision. However, we</p>
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	<p>believe light rail still represents the best available technology to provide mass transit for the region, and we have continued discussions with the Combined Authority.</p> <p>We modified our scheme to reduce costs substantially, in particular by reducing the length of the proposed tunnel. There seems to be a growing recognition that light rail has a role to play, although more work is needed, and discussions are ongoing.</p> <p>The Cambridge Connect / Railfuture network model</p> <p>The model proposed by Cambridge Connect is very different to the GCP 'Making Connections' bus scheme. The GCP scheme uses buses only and extends generally in a radial pattern outwards from Cambridge city.</p> <p>In some senses, this wide reach has benefits, since buses can access many places light rail never could. In contrast, our scheme has two principal lines, which are optimised for higher passenger volumes.</p> <p>In our scheme, people would connect onto these core lines at stops spaced all along its length, including at Park & Rides and train stations. Connections would be made on foot, by bus, train, bicycle, taxis and by private car. Because of the frequency and reliability of the segregated light rail service, people could turn up at a stop with confidence of getting a connecting service, very much like you do when you travel on the London Tube.</p> <p>Thus, the light rail mass transit would work in combination with other modes, including buses, which together provide that wider reach that light rail lines on their own cannot provide. We also support leveraging the heavy rail network as much as possible, for example by twinning the track from Cambridge to Newmarket and installing commuter stops on this line, for example at Cherry Hinton and Fulbourn.</p> <p>Accessibility</p> <p>An accessibility map of the light rail network proposed by Cambridge Connect / Railfuture</p> <p>An accessibility map of the light rail network proposed by Cambridge Connect / Railfuture</p> <p>We analysed the accessibility of those core lines and stops to built-up parts of Cambridge city and the surrounding villages, finding that almost 90 per cent of these areas would lie within an eight-minute cycle ride or a 20-minute walk of a stop (see Accessibility map).</p> <p>This indicates that these lines would attract a high level of ridership, with connections being relatively easy for people living nearby. It's fair to say that some areas would be better served than others, and it would take time to develop a more comprehensive network. Those areas would, of course, still</p>
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	<p>have bus services (which could be enhanced). The scheme is designed to be delivered in phases, with new lines brought forward as and when demand emerges. For example, we anticipate East Cambridge will be an important extension, with demand created by new housing developments on the Marshall airfield and the sewage works when they move. Those developments are still some way off, and we have not pre-empted their scale and timing.</p> <p>Capacity</p> <p>A strong, modern, integrated regional transport strategy needs to have the capacity and quality to be fit for purpose for the 2030s and beyond. The strategy needs to address pressures of growth and climate change, and help secure the health, welfare, environment and economy for present and future generations.</p> <p>Ambition for improvements should be high, but we also need to be practical. We propose proven solutions rather than speculative technologies. It is clear that existing approaches have failed to deliver an excellent public transport system for this region, and that a new approach is needed.</p> <p>Rather than expanding the old approach of buses and busways, we believe there is a need for a step-change to meet the challenges of the 21st century.</p> <p>Light rail is complementary to bus and train services, and supports cycling and walking. Light rail is the most practical, well-developed and proven technology to provide mass transit in a small city context. Many cities throughout Europe similar in size to Cambridge, and smaller, have successful light rail systems. For example, in France almost 20 cities of a similar size to Cambridge or smaller have light rail / trams.</p> <p>Alternative to the bus model</p> <p>A possible light rail network for Cambridge proposed by Cambridge Connect / Railfuture</p> <p>One of the problems with the GCP bus scheme is that it is likely many thousands of buses, operating from 5am to 1am, will run close to empty. In England outside of London, average occupancy is 10 people, and that is an enormous waste. It is hardly surprising that it is not economic in a lot of cases to run services. By pooling demand onto a more limited number of lines using light rail, higher levels of occupancy can be achieved, and therefore less waste.</p> <p>This also allows a more frequent and efficient service over longer time periods, with fewer drivers.</p> <p>True, connections still need to be made on to the light rail from locations</p>
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	<p>away from the main lines, but those links are shorter and more manageable. The alternative of running bus services extending widely from the centre out to the remote periphery in a spider's web form is extremely expensive to support, since the demand is by nature widely dispersed. We believe this is one reason why the Making Connections bus subsidy would be so costly to run.</p> <p>Another significant problem with the GCP scheme is that no information has been given on how things will function in a practical way with the increased numbers of buses in the heart of Cambridge.</p> <p>When we asked the GCP recently how many buses would be coming into the heart of the city at peak times, they were not able to give an answer, suggesting this analysis will be "considered in more detail in the next phase" of scheme development.</p> <p>In our view, this should be a fundamental consideration in the plans, since if it will not work practically then the scheme is undeliverable. It seems surprising that the GCP has not considered these implications before rolling out their scheme proposals. Based on analysis of bus numbers in 2017-18, and factoring in growth and modal shift of 15 per cent, we calculated that around 200 to 300 buses per hour will be needed at peak to sustain that level of service.</p> <p>Yet the GCP's scheme is even more ambitious, proposing a 50 per cent drop in vehicle traffic, with buses presumably picking up that demand.</p> <p>This could have an enormous impact on the inner city realm, and compete for space with cyclists and pedestrians. The large increase in heavy bus traffic will impact roads, increasing works and disruption. When this occurred in Caen, France, and it became too expensive and unreliable, this small city replaced its bus metro system by light rail.</p> <p>It is already unpleasant here at times, and the GCP plans seem to have major implications for the future quality of inner urban space, yet according to the GCP this has yet to be considered. We are thus sceptical about how this will work in practice, and this is one reason why we have proposed a short tunnel to serve demand for mass transit in Cambridge.</p> <p>Our scheme also differs from the GCP busway schemes by selecting routes that protect important landscapes and habitats surrounding Cambridge, choosing instead to co-align with existing transport corridors, and to minimise intrusion into precious (and diminishing) Green Belt. For example, in the west we propose to align the light rail line alongside the A428 and extend from Cambourne to the Girton Interchange, from where the line would follow the M11 to serve Eddington before reaching the West Campus.</p> <p>Not only does this route protect important unspoiled landscapes near Coton and Madingley, the route also proceeds via one of the most important strategic road junctions in Cambridgeshire – the Girton Interchange, the</p>
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	<p>convergence of the M11, A14 and A428.</p> <p>To the south, we would abandon the GCP CSET busway in favour of reinstatement of the former rail line to Haverhill, passing Sawston, Granta Park and Linton. Because our routes are different, it is simply not the case that busways planned by the GCP can easily be converted to light rail in future.</p> <p>Financing</p> <p>We recognise the budget of £1.4bn-£1.8bn for light rail is challenging, and clearly is much greater than resources currently available through the City Deal/GCP.</p> <p>We note this investment would be similar to the A14 road upgrade, and similarly the benefits to the region would be immense.</p> <p>When spread in phases over five to 10 or more years, this level of investment is achievable. Some will no doubt say this cannot be afforded, to which we respond that in the context of the climate emergency and extraordinary growth Cambridge is experiencing, can we afford not to?</p> <p>The stakes are high, and past approaches have failed. It is time for our leaders, including businesses actively encouraging the growth, to show courage and commitment to a better and longer-term approach that will actually deliver the improvements that are so badly needed. One of the chief beneficiaries is the university, which would see all of its three main campuses joined up by a fast and frequent transport link.</p> <p>Clearly the finance needs to come from somewhere. The public have been told by the GCP that a congestion charge is the only way to raise finance for these types of improvements. However, we have identified at least 15 different financing mechanisms that could be employed. For example, £350m already exists from remaining City Deal funds, and substantial resources earmarked for transport were also committed under the Combined Authority Devolution Deal.</p> <p>A range of other sources of finance could be leveraged, such as tax increment financing, a workplace parking levy, developer contributions (eg Section 106, community infrastructure levy), and a tourist bed-night supplement of a few per cent could also be brought in. Crossrail funding mechanisms, which included business levies, could also help pay for light rail.</p> <p>A land value capture scheme, whereby a share of profits when land values are uplifted as a result of development is invested back into transport infrastructure, could also be adopted. These potential sources could raise large amounts of finance, and more than enough to invest in light rail.</p> <p>If none of those mechanisms can be implemented, then there remains the option of some form of congestion charge, although there should be careful</p>
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	<p>scrutiny of this type of scheme to ensure fairness and equity in how, when, where and who pays, and operational costs should not wipe out a large share of any finance raised.</p> <p>Is there a Plan B?</p> <p>Cambridge Connect's analysis of the comparison between light rail and the GCP's plans</p> <p>So, is there a Plan B? Not if you sit in the Greater Cambridge Partnership. It has shown no willingness to consider light rail as an option, and the mantras have often been repeated that "Cambridge is too small", "we can't afford light rail", and "light rail is too long-term, we need improvements now".</p> <p>We have listened to those arguments, and while there is a grain of truth in them, almost no effort has been made by the GCP to investigate fully the options. Well, if it has, we certainly haven't seen their results and reports. We have not been consulted on light rail – and neither has the general public. In truth, light rail could be afforded if the scale of congestion charging proposed by the GCP was introduced. So, if that's the case, why has the public not been informed and presented with that option?</p> <p>We challenge these assumptions and ask – what is long-term? When we started this initiative, long-term was seen as about 10 years. After seven years we have seen very little delivery from the GCP and yet expenditure of almost one third of their £500million budget.</p> <p>If they had started a long-term, phased delivery of light rail from when we started, we could already have parts of the scheme delivered, and the longer-term plan would be taking shape. But, as they say, we are where we are, and much has been spent on GCP schemes with little practical delivery. The GCP busway schemes originate from about 10 years ago, when the population of Cambridge was predicted to reach 147,000 by 2031.</p> <p>But everything changed when the recent Census showed we reached that population in 2021 – a decade sooner than everyone thought. That should be a huge wake-up call to the authorities, especially when we can see the scale of growth that is still coming forward in the next decade, and consider this in the context of failures to meet targets to address the climate emergency. Scrapping the planned GCP busways and instead investing in light rail now would be a much more progressive, modern and environmentally sound approach, and one that would save millions in the long-term by completely avoiding the need to convert those busways in the future.</p> <p>Complementary short-term and long-term improvements – a practical Plan B</p> <p>Adopting a modern light rail network as part of the solution now does not mean we should abandon improvements to traditional bus services, active</p>
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	<p>travel and other access improvements now. We need both short- and longer-term improvements, brought forward together.</p> <p>The light rail will take longer to deliver, so it is absolutely right to bring forward more immediate bus and active travel improvements now, although perhaps not in the way envisaged by the 'Making Connections' consultation. More modest improvements could be made alongside investment in the first phases of light rail for the longer-term.</p> <p>We believe the time has come to commit to an enduring transport vision using light rail, brought forward in practical phases. This approach can meet this region's needs both now and for a long time into the future, and do so in the most environmentally sustainable way. Our children will thank us for it.</p> <p>Dr Harris is director of the environmental planning and spatial data business Environmental Research and Assessment, located in Cambridge. Views expressed in this article are those of the author and do not necessarily represent those of other organisations and individuals with which Cambridge Connect is collaborating.'</p>
445	<p>The strategy is disappointing in its lack of vision and of specific aims and strategy for ensuring that bus services are fully accessible to people living with disabilities. There must be a clear strategy about accessibility.</p> <p>The strategy must be explicit about pursuing bus franchising as the crucial step to improving bus services. (See the Cambridge Area Bus Users explainer: Bus Franchising, Quality Partnerships, and other ways of Improving bus services.)</p> <p>The strategy must go beyond the bus stop and include access to the bus stop by connecting with wider strategies for pavements, pedestrian networks, cycling infrastructure and cycle parking.</p> <p>While well-used buses running on fossil fuels are still better than private cars, there must still be a strategy to move to zero emissions, which seems to be missing from this document.</p>
446	There needs to be more capacity. By the time buses get to my stop during rush hour they are usually full, so there is effectively no bus service.
447	Reliability and frequency
448	Don't use Stagecoach
449	There is a huge difference between travelling WITHIN a city & travelling from a rural location TO a city. There will never be a village bus service that makes it quicker & easier to get to Cambridge. BUT there are many approaches that would make it preferable to only drive as far as the city and then use the bus.
450	Good luck - it is a biig job!
451	It's been a joke for decades. How about learning from our cousins on the continent about how to do "strategy" properly, having a coherent ticketing system, we planned routes, clean vehicles and using common sense. Getting rid of Stagecoach is the first step.

452	Look at the start and end of journeys. In Ely there are no buses directly to the train station, and the bus stop is a long way round the outside of Tesco. There's also barely any covered stops with seats all round the city. There's no direct buses from the centre of Cambridge to West Cambridge.
453	Find the costs to run a decent bus service without an unfair tax on vehicle drivers who live in or have to travel into Cambridge.
454	<p>The strategy document and the consultation survey are poor quality with missing information and mismatched text between the strategy and survey. The survey fails to be accessible to many people, with the Bus Strategy Document having poor compatibility, in places, with screen-readers used by people with limited vision. The survey is, thereby, at a risk of not considering all user experiences when further developing the Combined Authority's strategy.</p> <p>There are no references in the Bus Strategy document to 'disabled/disability', 'hearing loss', 'deaf', 'visual disability', 'sight loss', 'blind', 'reduced mobility' or 'mobility aids' nor other cognitive impairments. This suggests that the needs of a huge swathe of potential bus users have been disregarded. Design for all should make the service easy to understand for everyone.</p> <p>The strategy is disappointing in its lack of vision and of specific aims and strategy for ensuring that bus services are fully accessible to people living with disabilities. There must be a clear strategy about accessibility.</p> <p>The strategy must be explicit about pursuing bus franchising as the crucial step to improving bus services.</p> <p>The strategy must go beyond the bus stop and include access to the bus stop by connecting with wider strategies for pavements, pedestrian networks, cycling infrastructure and cycle parking.</p> <p>While well-used buses running on fossil fuels are still better than private cars, there must still be a strategy to move to zero emissions which seems to be missing from this document.</p>
455	Just get on with it - far too much mulling over.
456	Buses shoul NOT be paid for by a congestion charge
457	I'm desperate to see some actual results rather than just this continual cycle of consultation. The climate crisis is already happening, and on a more local level the selfish levels of private vehicle use makes Cambridgeshire a very frustrating place to live.
458	Please make sure that community centres in Cambridge are easily accessible by public transport. This is not the case for the Meadows Community Centre.
459	Yes stop using a private bus company that is there to make a profit.
460	Surely it would have been better to ask what would get me to use buses. Having established that I do not at present you have not asked why, nor what services I have access to. With respect a pointless survey.

461	maintaining safe routes for cyclists is important! There are also some bus systems that have bike racks on the buses (e.g., Toronto TTC in Canada, some cities in the Netherlands...).
462	Good luck. It is important that we value and use our buses. I very much enjoy travelling by bus; and will be very happy with more frequent and integrated services. Thank you.
463	The bus strategy is too narrow a solution to transport issues in the County - time to think outside the bus box. Don't penalise those city dwellers by imposing the cost of public transport in the County. If people want more buses then they should pay or make the high tech companies who benefit from being in the city, pay to encourage their employees to travel by public transport.
464	<p>I have only just found out about this consultation, on the day it is due to close. Where on earth have you advertised it?! Seems you have not done a very good job on getting the consultation out there. I must already be on your list as I took part in a Focus Group a few years ago, yet you did not contact me directly about the consultation, nor did I see any information about it on Social Media, or advertised on buses that I have used in the last few weeks.</p> <p>Also re your early question re frequency of use: a bit unhelpful to offer options as diverse as "Once a Week" or else "Once a month". In my case, I am an ad hoc user: not as much as once per week, certainly not every week, but nevertheless definitely more than once a month overall.</p>
465	<p>The strategy document and the consultation survey are poor quality with missing information and mismatched text between the strategy and survey. The survey fails to be accessible to many people, with the Bus Strategy Document having poor compatibility, in places, with screen-readers used by people with limited vision. The survey is, thereby, at a risk of not considering all user experiences when further developing the Combined Authority's strategy.</p> <p>There are no references in the Bus Strategy document to disabled/disability', 'hearing loss', 'deaf', 'visual disability', 'sight loss', 'blind', 'reduced mobility' or 'mobility aids' nor other cognitive impairments. This suggests that the needs of a huge swathe of potential bus users have been disregarded. Design for all should make the service easy to understand for everyone.</p> <p>The strategy is disappointing in its lack of vision and of specific aims and strategy for ensuring that bus services are fully accessible to people living with disabilities. There must be a clear strategy about accessibility.</p> <p>The strategy must be explicit about pursuing bus franchising as the crucial step to improving bus services. (See the Cambridge Area Bus Users explainer: Bus Franchising, Quality Partnerships, and other ways of Improving bus services.)</p> <p>The strategy must go beyond the bus stop and include access to the bus stop by connecting with wider strategies for pavements, pedestrian networks, cycling infrastructure and cycle parking.</p>

	While well-used buses running on fossil fuels are still better than private cars, there must still be a strategy to move to zero emissions which seems to be missing from this document.
466	I'm concerned about environmental impacts of building travel hubs, more guided bus routes, and ploughing through the countryside. I also have concerns about electric buses, their true capability given mileage limitations, hazards from them, and environmental impact of scrapping the existing fleet. I'd like independent information on their viability.
467	There are workable alternatives to congestion charging and relying on buses which do not go when and where people want to go. You can't carry a weeks shopping on a bus. You can't have animals on a bus. You can't carry any heavy or large items relating to either business or leisure. People do not have time to wait/walk for a bus which invariably includes walking to destinations / bus stop at either end of the journey. It simply will not work!
468	Stephensons have done a great job since they took over the number 11 route
469	Stop the CONgestion charge. Stop all the non existent road works. Stop making roads one way for the small minority of people who cycle
470	As an initial strong supporter of the proposed public transport changes I find myself becoming increasing sceptical that they can be delivered. The messaging is weak - each component (buses, cycleways, congestion charge, investment in suburban high streets) of the overall strategy is being publicised separately and unconnected. It is fact that we can't carry on with the same lifestyles getting out of cars and on to buses. Parents need to drop children off at school, go to work, get the shopping, take children to sporting clubs, and run errands, and this can't be achieved on buses without major changes to the commercial, leisure and employment landscape of the city. Our lives are set to to change and this should be made part of the discussion.
471	<p>I'm very disappointed with this initial draft, it feels rushed and weak and lacking in detail.</p> <p>It is missing a "frequency table" that is mentioned on one of the pages.</p> <p>All of the photographs used are uninspiring, especially the front cover with an unimpressive single decker diesel bus in a not particularly inviting environment - compare with the front cover of the National Bus Strategy for example which shows one of the new CPCA/GCP ZEBRA buses, which is far more aspirational and what the "vision" should be trying to demonstrate as the strategy.</p> <p>There is a complete lack of detail about passengers with disability/impairments, as if this hasn't been given any consideration at all.</p> <p>There is also a mention of a range of tickets, but also a mention of simple ticketing. These two aren't seemingly aligned, I'd rather see a simple low cost ticket which MUST be accepted across all operators, including on the Busway, and should also integrate with other modes of public transport.</p>

	<p>Bus stops must be massively improved, they are simply unacceptable at the moment, either lacking the correct information, dirty glazing, unlit, unsafe feeling, cold in cold weather, even lacking hard standing dropped kerbs and crossing points to reach them. This is simply unacceptable and the Strategy doesn't go far enough to ensure this changes.</p>
472	<p>While I appreciate that this is not about specific routes - stop messing about with strategies, which is what you have been doing for years while everything gets worse.</p> <p>The overriding priority should be introducing an express bus service between Peterborough and Cambridge (with only one diversionary stop at Huntingdon bus station). This service should use the A1M,A14 and Huntingdon road to get into Cambridge NOT the guided bus way. It would transform connectivity in the county and would be heavily used for work, education and leisure purposes. It would cause a modal shift to public transport which would benefit other (effectively feeder) bus routes across the county. This one thing would have far more impact improving public transport in the county than all the strategies you have ever put together.</p>
473	<p>The strategy says next to nothing about addressing the needs of disabled people. Disabled people are less likely to have access to a private motor vehicle than the general population, yet often find public transport more difficult, or indeed impossible, to use. The final version of the strategy must include a clear approach to inclusion, encompassing accessibility of vehicles, hubs and stops, staff training and attitudes, and the provision of information for people with particular accessibility needs.</p>
474	<p>It is important to realise that not every journey can be made by bus. If you are too young, too old, too sick, too disabled, have something to carry, etc - then the bus may not work for you.</p> <p>If the bus services improve, and stay consistently improved them (some) more people will use them. I used buses a lot when I was younger and wanted to get from where I lived to the centre of Cambridge. Now that I make different sorts of journeys and rarely visit the centre buses don't often provide the routes I need (although I do still use them occasionally).</p> <p>You must recognise that this is the case for a lot of people and MUST NOT seek to penalise them if they cannot use the bus. Improvements to bus services cannot come by taxing car drivers.</p>

475	<p>The strategy document and the consultation survey are poor quality with missing information and mismatched text between the strategy and survey. The survey fails to be accessible to many people, with the Bus Strategy Document having poor compatibility, in places, with screen-readers used by people with limited vision. The survey is, thereby, at a risk of not considering all user experiences when further developing the Combined Authority's strategy. Albeit a 'text only' version was made available, the pagination was of poor quality, splitting some tabulated information, and there were some images which had not been converted to text.</p> <p>In both versions, there is the phrase "Different types of services will run at frequencies shown in the table below" whilst there is no such table included.</p> <p>The strategy ought to be explicit about pursuing bus franchising as the crucial step to improving bus services.</p> <p>The strategy must go beyond the bus stop and include access to the bus stop (pavements etc) by connecting with wider strategies for pavements, pedestrians' network, cycling infrastructure and cycle parking.</p> <p>The strategy is disappointing in its lack of vision and of specific aims and strategy for ensuring that bus services are fully accessible to people living with disabilities. There must be a clear strategy about accessibility.</p> <p>There are no references in the Bus Strategy document (whether in more or less acceptable terms) to 'disabled/disability', 'hearing loss', 'deaf', 'visual disability', 'sight loss', 'blind', 'reduced mobility' or 'mobility aids'. This suggests that the needs of a huge swathe of potential bus users have been disregarded.</p> <p>While well-used buses run on fossil fuels are still better than private cars, and there are mentions of 'zero emission electric buses' there must be greater clarity on the strategy to move to zero emissions.</p> <p>There is no vision for the relevance of buses to sustainable residential development. In particular, there appears to be no account taken of the principles espoused in 'BUS SERVICES & NEW RESIDENTIAL DEVELOPMENTS General Highways and Urban Design advice to applicants and Highways Authorities' Stagecoach UK Bus 2017.</p> <p>A number of recent residential developments have failed to engage appropriate bus professionals with development promoters and their client teams early, while design is evolving, and before these matters are "frozen" in the form presented for planning approval.</p> <p>There should be a vision for unimpeded transit of buses through new residential developments, wherever possible, rather than single points of access for buses and time-consuming "spur" working. Specific factors will be the siting of bus stops, the prevention of inconsiderate parking obstructing bus stops and, where streets are intended to accommodate a bus service, they should be tracked for the appropriate vehicle type to operate in both directions.</p> <p>Opportunities have been missed in the development of Cambourne (and, earlier, Bar Hill) whilst the appallingly poor bus provision at Whittle Avenue 0500CCITY552 and 0500CCITY548 along a very recent development adjacent to Addenbrooke's Road in Trumpington shows the need for dedicated officer oversight from the Cambridgeshire and Peterborough Combined Authority.</p>
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Appendix 2: Responses from other avenues







Branch President
Christopher Vane Percy
Branch Chair
Alan James
Branch Vice-Chair
Jane Williams

Bus Strategy Team
Cambridgeshire & Peterborough Combined Authority
2nd floor, Pathfinder House,
St Mary's Street,
Huntingdon,
Cambs, PE29 3TN

24th February 2023

Ref: Draft Bus Strategy Consultation

Letter Sent by email to: contact@yourltp.co.uk

Dear Sir/Madam,

Ref: CPRE Cambridgeshire and Peterborough Branch (CPRE) - Response to Draft Bus Strategy Consultation.

We have read the information provided on your website and the associated document Bus Strategy Version 4 and response form. CPRE's comments are as follows.

Bus Strategy Vision

- 1 CPRE fully supports the bus strategy vision, in particular:
 - Ensuring a fully integrated and planned public transport system
 - Improving connectivity
 - Encouraging travel to be sustainable
 - Making bus travel economic, reliable, convenient and comfortable in order to attract people out of their cars
 - Making bus travel affordable to everyone, particularly those living in rural communities who are forced to travel for goods, services and healthcare
 - Cutting carbon emissions
 - Integrated with cycling and walking improvements
 - Protecting the environment
 - Reducing pollution
 - Tackling congestion
 - Improving public health

Bus Strategy Aims

- 2 CPRE strongly agrees with the Key Aims and Objectives expressed under the headings in the Survey document of:
 - Convenient
 - Attractive
 - Easy

To these we would add:

- Safe
- Improved waiting facilities such as weatherproof bus stops
- Convenient bus service interchanges
- Convenient interchanges with rail services

Delivering the Bus Strategy

- 3 CPRE strongly agrees with the four delivery principles expressed in the Strategy. However, we would also add a clearer commitment to increased investment through additional public funding in order to ensure that the strategy is kick-started and then, as usage increases becomes increasingly self-funding from fares.

Prioritising the Strategies

- 4 CPRE firmly believes that equal weight should be given to all of the seven options listed in the Survey. We would like to see bus services return to being the core of local transport both in towns and cities and in rural areas.
- 5 We do not see electric cars as a 'green' transport solution because of the carbon emissions caused during manufacture and the excessive reliance on scarce rare-earth elements and dangerous lithium batteries to enable their motive power. Therefore, we consider that bus services will play a key role in gradually replacing car transport and the need for public investment should be recognised.
- 6 CPRE believes that issues of Climate Change should be the single most important consideration in all aspects of transport planning and operation. The Annual Report to Parliament by the Climate Change Committee has consistently made the point that surface transport is the greatest source of greenhouse gas emissions in the UK. Therefore, all transport planning should:
 - a) seek to minimise all forms of travel by discouraging commuting and leisure travel and encouraging use of digital communications,
 - b) where travel is essential, encourage active travel and/or use of public transport,
 - c) provide carbon efficient forms of public transport, particularly light rail and heavy rail on the most heavily used routes.

Integrated Transport Planning – Other Comments

- 7 CPRE considers that CAPCA should continue to engage pro-actively with Network Rail to ensure integration between bus and rail service interchanges and the planning of services in order to minimise transfer times.
- 8 CPRE considers that the rail network around and beyond Cambridge should provide the core of integrated public transport, including Metro services.
- 9 CPRE is however very concerned that despite their statutory obligations, neither CAPCA nor Network Rail have complete joint management and financial control of the development of an integrated transport plan for Cambridgeshire.
- 10 It is totally unacceptable that East-West Rail, EWR, should be operating as a separate entity, planning a railway route designed not to serve passengers but to maximise the breaking up of the countryside to enable development. CPRE supports a 'northern' route for EWR which would; enable it to be fully integrated into the local public transport network as the provider of local metro services, facilitate the re-opening of the Colne Valley line to Haverhill, Sudbury and Colchester and enable the conversion back to rail of the existing Guided Busway, thus saving the County Council millions in annual maintenance costs and the extension of metro services to Huntingdon and Alconbury Weald.
- 11 CPRE is extremely concerned by the activities of the Greater Cambridge Partnership, GCP, in relation to public transport. The GCP activities appear to be completely isolated and have no concept of integration of services or co-operation with other authorities, particularly CAPCA. It is CPRE's understanding that CAPCA has responsibility for bus service planning in the county and the GCP need to be strongly reminded of this. It should be CAPCA which is managing the large sums of public money which the unelected GCP is attempting to spend on schemes which the public do not want and which will not be cost effective.

- 12 CPRE is totally opposed to the three busway proposals of the GCP which are designed to break up the countryside for development rather than to provide cost-effective bus services. CPRE is particularly concerned by the impact of these proposals on the Green Belt and its productive farm land. If every bus takes 40 – 60 cars off the road, what exactly is the need for millions of pounds to be spent on busways when CAPCA are proposing a sustainable alternative?
- 13 It is CPRE's understanding that it is CAPCA which now has planning and financial responsibility for bus service provision across the county and CPRE would like to see CAPCA take firm control of its responsibilities and make its integrated service ambitions very clear indeed to the unelected GCP whose proposals will lead to local authorities facing millions of pounds annually in ongoing maintenance costs.
- 14 CPRE is totally opposed to the GCP proposals for car-parks in the countryside as a means of accessing bus services. This will discourage the provision and use of properly planned and integrated bus services and encourage additional car use.
- 15 In Peterborough, CPRE sees the recent announcement by government to fund improvements to the central railway station as an opportunity to improve rail/bus integration at the station. CPRE would welcome the close engagement of CAPCA with this project.
- 16 CPRE supports CAPCA in its efforts to invest in re-opening rail services to Wisbech and would also welcome this investment being integrated with improved bus services for the rural community around Wisbech. We would prefer investment in this project to further investment in upgrading the A47.
- 17 CPRE would encourage the use of appropriately sized vehicles for rural bus services in areas of lower population density. It is not climate-friendly to run 60-seater double-deck buses through rural villages.
- 18 CPRE would encourage CAPCA to investigate the possible use of "post-bus" services in rural areas as are provided in other regions of the country such as the Lake District and parts of Scotland.

Conclusions:

- CPRE welcomes the Combined Authority' Draft Bus Strategy.
- CPRE would welcome the Combined Authority taking full control of the planning and delivery of public transport in the county. This includes Cambridge City.
- CPRE considers that the most important considerations in public transport planning are the delivery of an integrated plan which provides least climate change effects and an affordable, frequent, safe and comfortable public service.
- The Draft Bus Strategy is compatible with the "Every Village, Every Hour" campaign by CPRE nationally, a copy which Executive Summary report is enclosed. CPRE will willingly assist CAPCA in achieving its bus strategy if it can.

Finally, please note that our submission is in respect of the proposed strategy and based upon available publications. While we have taken every effort to present accurate information for your consideration in our role as a statutory consultee, we are not a decision maker, therefore we cannot accept any responsibility for unintentional errors or omissions and you should satisfy yourselves on any facts before reaching any decisions.

Yours faithfully,

Alan James BSc.Tech., PhD, CITP, CEnv

Chairman

CPRE Cambridgeshire and Peterborough Branch

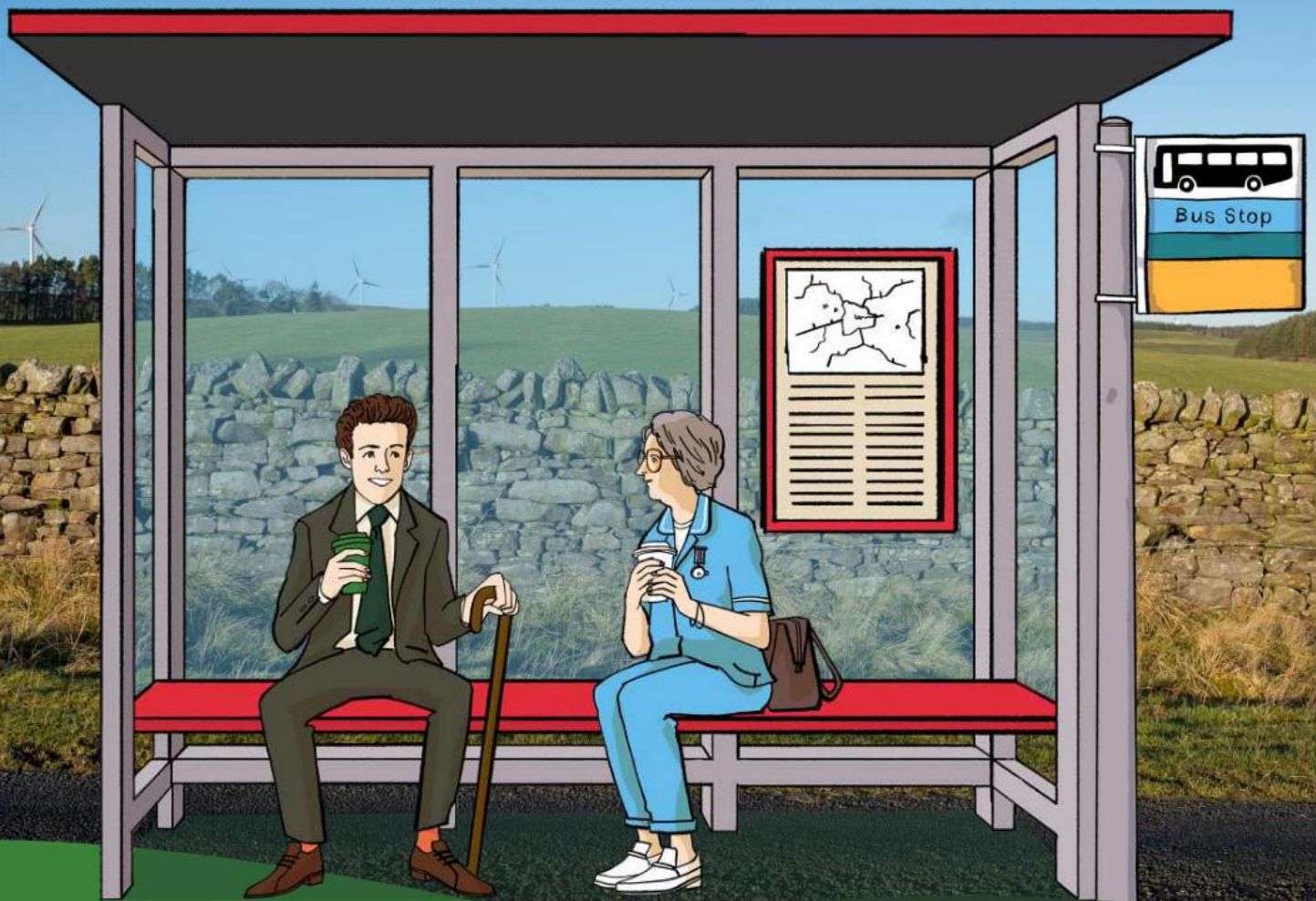
Enc. Every Village, Every Hour – Executive Summary

Every village, every hour

A comprehensive bus network for rural England

Executive summary

March 2021



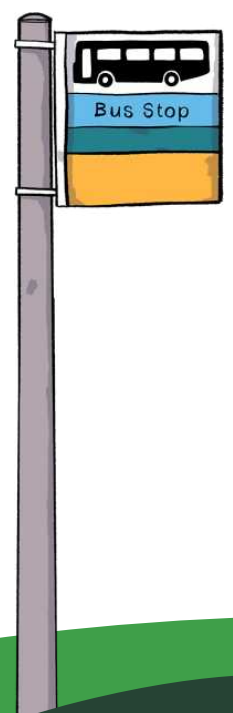
Executive summary

This report builds upon previous research from CPRE, the countryside charity into rural ‘transport deserts’ to set out what a comprehensive bus network for England would look like, with services to every village every hour, and the scale of investment we need to make this vision a reality.

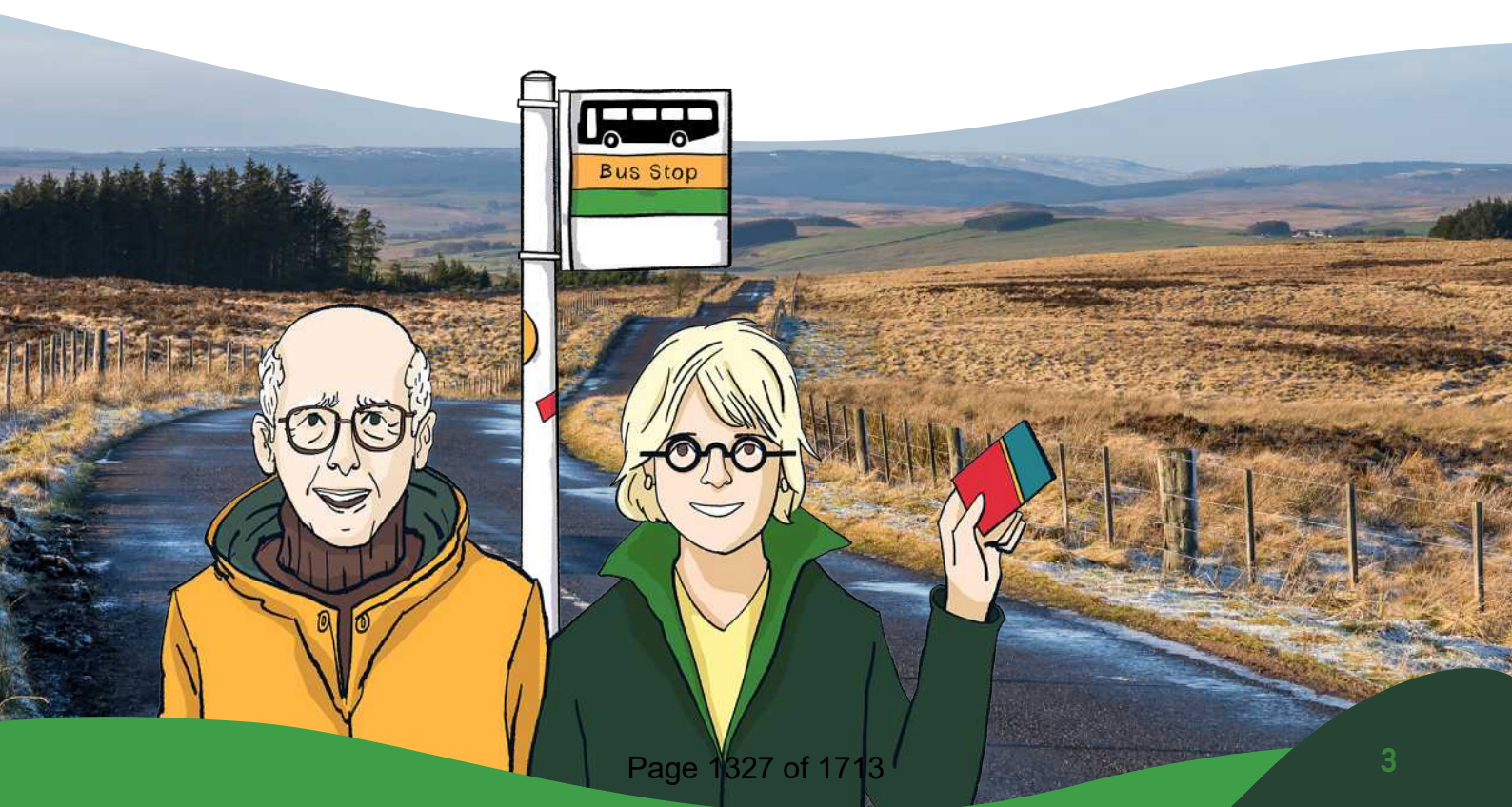
The aim of this report is to show how we can have a bus system that is fit for the climate emergency and that will put an end to the inequality and social exclusion caused by the current car dominance of rural life.

Key findings

- Bus services are essential for allowing us to decarbonise the transport sector by providing an alternative to private car travel.
- Bus services also provide numerous public goods and are essential for the many people across England who do not have access to a car. By providing an alternative to private car travel, local bus services can reduce traffic and air pollution, while boosting high street spending, employment, social mobility and equality. That is why properly funded bus services should be a priority for rural policy in the coming years.
- The inadequate statutory framework for ensuring the provision of bus services for every community, and the cuts to bus funding imposed by the government over the past decade, have left a serious lack of services to meet the needs of rural towns and villages. The impact of the coronavirus pandemic now means that emergency funding should be invested into rural bus services to stop the remaining network from collapsing completely.
- Examples from public transport systems across Switzerland, Austria and Germany show that it is possible to deliver a comprehensive bus network that offers excellent connectivity to rural communities. Despite being considerably less densely populated than every region of England, the region of North Hesse in Germany has a bus system that ensures services reach every village, every hour for at least 12 hours a day, 7 days a week. A similar level of bus services would be transformational for rural England.



- Rural communities in these countries enjoy a far more comprehensive bus network than England because decent public transport is regarded as a basic right, even in remote areas. In Switzerland, minimum service frequency standards for communities of different sizes are enshrined in law. England, too, should recognise a universal basic right to public transport, backed up with guaranteed service frequency standards, and the government should fund local transport authorities to achieve that level of service.
- We also need bus services that are fully publicly funded with regulated contracts and timetabling designed to integrate with rail and other forms of public transport. An integrated approach to network planning, timetabling and ticketing is essential to making public transport in rural areas of England a practicable, convenient and attractive option for residents of rural areas. With regulated services, we can make public transport travel a convenient and competitive alternative to driving a private car, as is essential for tackling the climate emergency.
- Our groundbreaking modelling finds that the government could deliver a bus to every village, every hour across England from 6am to midnight, 7 days per week, for £2.7 billion annually.
- There is a range of options the government could use to make a comprehensive bus network revenue neutral. By redirecting funding currently earmarked for environmentally damaging and unnecessary road building, the government could release enough money to invest in a bus service for every village, every hour.



Recommendations

CPRE is calling on the government to:

1. Continue emergency funding for bus operations, ensuring that the contractual terms are a fit basis for a transformed and fully regulated rural bus system.
2. Recognise a universal basic right to public transport and back it with statutory duties for local transport authorities to provide Swiss-style legal minimum service frequency standards to villages and towns, according to their size.
3. Legislate to establish bus regulation under the 'guiding mind' of local or regional transport authorities in all areas, with the option for local transport authorities to contract services or to provide them directly so as to reinvest the shareholder dividend savings.
4. Establish revenue funding at national level in the order of £2.7 bn per year to enable an 'every village, every hour' bus network.
5. Redirect funding from current road building schemes to fund the 'every village, every hour' network. Review the range of fundraising powers deployed by local transport authorities in other countries and assess the best ways to enable England's transport authorities to access similar powers.
6. Ensure that the transformed rural public transport network is affordable or free, to put an end to rural transport poverty and to provide an alternative to car use sufficiently attractive to address the climate emergency.
7. Investigate how England, including all of rural England, could move to a Swiss-style single national public transport timetable, aligning all trains and buses on a 'pulse' model of repeated hourly services.



View the full report

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Date: 24 February 2023
Contact: Stacey Miller
Email: stacey.miller@cambridgeshire.gov.uk

Transport Strategy and Funding
Transport Strategy and Network Management
New Shire Hall
Alconbury Weald

Tim Bellamy
Interim Head of Transport
Cambridgeshire and Peterborough Combined Authority

Dear Tim

Consultation on the Cambridgeshire and Peterborough Combined Authority Bus Strategy

Cambridgeshire County Council is supportive of the Cambridgeshire and Peterborough Combined Authority's Bus Strategy, and the vision and objectives set out within it to improve services in the area. The issues that the strategy seeks to address are critical and cross-cutting, and the role of bus travel in addressing them is clearly demonstrated. Similarly, the problems, limitations and constraints of current bus provision are also understood, including the pressures being felt by the bus industry following the COVID-19 pandemic.

The bus strategy is a key document in setting out how at a strategic level the Combined Authority is planning to address these issues. The county council wishes to highlight:

- The importance of the conversation around bus franchising and of how bus services are commissioned in future. If we are to achieve the vision and objectives of the bus strategy, changes to the way that the bus network is delivered and managed are needed.
- The importance of the Bus Service Improvement Plan (BSIP), addressing how the bus strategy will be achieved, and as a potential mechanism for drawing in central government funding to support and develop the bus network in Cambridgeshire.
- The critical need for funding to deliver the strategy and BSIP, and even to maintain the network at current service levels.
- The importance of joined up approaches to the planning of services, infrastructure provision and other measures to support, enhance and prioritise bus travel in Cambridgeshire and Peterborough across local government in the area.

Cambridgeshire County Council will continue to work with the Combined Authority and our other local authority partners to address these issues. Finally, more detailed commentary on the strategy is appended to this letter.

Yours sincerely

David Allatt
Assistant Director Transport Strategy and Network Management

Cambridgeshire County Council detailed comments in response to the consultation on the Cambridgeshire and Peterborough Combined Authority Bus Strategy

Cambridgeshire County Council supports the Cambridgeshire and Peterborough Combined Authority's (CPCA) Bus Strategy, a child strategy of the Draft Cambridgeshire and Peterborough Local Transport and Connectivity Plan (LTCP).

The Vision and Aims of the Strategy, if delivered, will enable travel by bus to become an attractive and viable travel option to many people who live and work in Cambridgeshire. The slow decline in bus service provision in recent decades has had a significant negative impact on the travel choices for many people across Cambridgeshire, with rural areas being particularly impacted by bus service withdrawals over many years. People living in these areas are therefore more dependent on travel by private car which has wider negative impacts on the environment and people's health and wellbeing. Also, with 16.9% of Cambridgeshire households without a car or van (Census 2021), it is important that alternative sustainable modes of travel are available across the county to give equal opportunities and quality of life to all residents. The Bus Strategy is an important step in achieving improvements to bus travel in the region.

The Council welcomes the Bus Strategy and notes together with Cambridgeshire's Active Travel Strategy and area-based transport strategies, draft child strategies of the LTCP, will help achieve the Independent Commission on Climate's recommended reduction in car miles driven by 15% by 2030. The Council supports the links between active travel modes and bus service improvements being included in the Strategy, in particular under '*Aims – Easy: Ability for people to transfer between bus and other travel modes (walk, cycle, e-scooter, car, coach, train)*'. This will be essential to enable door-to-door sustainable journeys, particularly for the first and last mile of people's journeys and will be important to provide quality integrated connections at transport hubs, including bus stops and stations. As stated in Policy AT11 in Cambridgeshire's Active Travel Strategy, we would recommend including secure cycle parking at such interchanges. The Council suggests integration with other sustainable modes of travel could be expanded upon on page 12 under 'Integration'. The need for better connections between active travel and public transport was a common comment made by respondents to the recent consultation on the draft Cambridgeshire Active Travel Strategy.

Accessibility to services was identified as a priority issue to be addressed in the draft Fenland Transport Strategy, and bus service improvements will have a significant positive impact on people's access to key services across all of Cambridgeshire. Therefore, reference to other child documents such as Cambridgeshire's Active Travel Strategy and the draft area-based transport strategies would enhance the important linkages between the child strategies and localised issues.

The Council supports the seven elements identified to deliver the Strategy and welcomes solutions to known barriers to uptake such as poor frequency of services, lack of evening and weekend services, as well as disjointed ticketing systems. However, the Council also notes that significant funding would be required to deliver the ambitious vision and aims of the Strategy as stated on page 9.

The Council welcomes continued partnership working with CPCA as stated under '3. Partnership: *It will be important for all local authorities to work together, as each has the ability*

to help realise the strategy in different ways, including the management of highways and local parking policies and management.'

As the Local Highway Authority, the Council is responsible for the management of highways and will work with CPCA on measures to improve bus priority to support the delivery of the Bus Strategy and will work with the CPCA on securing funding to deliver such measures. The Council notes the four main principles to deliver the Strategy and would welcome continued collaborative working to secure funding for improved bus service provision as well as for the infrastructure improvements required, as identified in the LTCP and emerging action plans for each area-based transport strategy. Partnership working with Local Planning Authorities and town/parish councils will also be key to ensuring suitable infrastructure is secured through the planning process, and responsibility for maintenance is considered in the early stages of developer negotiations, for example, for bus stop infrastructure.

The Council notes the aim for '*a new, modern fleet of net zero emission buses*' included within the final section 'Bus Strategy – Buses that people want to get on'. This aim, alongside the wider themes in the Bus Strategy, would support the delivery of Cambridgeshire's Climate Change and Environment Strategy 2022 and action plan. The Council suggests this important part of achieving net zero carbon targets could be included within the 'Introduction' section of the Strategy expanding on paragraph three which focuses on mode shift. If the delivery of the Bus Strategy is successful, an increased fleet on our roads would mean the use of alternative fuels will be an essential part in achieving decarbonisation of transport and to achieve wider benefits to the health of Cambridgeshire residents and our environment.

The Cambridgeshire and Peterborough Combined Authority Bus Strategy Consultation - a response from the Cambridge and South Cambridgeshire Green Party

Overarching points

The Cambridge & South Cambridge Green Party (CSCGP) welcomes the opportunity to respond to this important Bus Strategy published by the Cambridgeshire & Peterborough Combined Authority (CPCA).

- **Relationship with other plans and strategies**

We understand this consultation to relate solely to the Bus Strategy, which is a set of overarching principles that would be used to plan and deliver improved bus services across the region. It is stated in the document that details of delivery and funding are in the Bus Service Improvement Plan (BSIP), which was prepared earlier, in 2021¹. It is not entirely clear to us how these two documents will relate to each other in practice (since usually the details of a plan would flow from the overarching strategy, not the other way around). We would suggest that in future iterations of this plan, the strategy and the operational details be presented and considered together.

This strategy should include a report on performance to date against the goals set out in the BSIP, as well as, critically, **setting out how progress will be monitored and reported going forward**.

The other key document in play is the Greater Cambridge Partnership's proposal for a Sustainable Travel Zone (STZ). This is acknowledged at several points at the document but again it is far from clear how the two things fit together. To what extent does delivery of the Bus Strategy depend upon the outcome of the STZ proposals? Are the Combined Authority and Greater Cambridge Partnership working to the same set of aims and objectives? Does one answer to the other or are they working independently in parallel? The STZ consultation had extremely high public engagement and is proving highly controversial, with the lack of detail about bus improvements contained in the plan one of the key criticisms. Most residents will not understand why they are now being asked their views on an apparently entirely separate consultation about bus provision.

- **Vision and aims**

The vision and aims expressed are laudable and invite support. Few would argue with the proposal to aim for a bus service that is "convenient, attractive and easy to use, part of a fully integrated and planned transport system, reliable, value for money and representing a total

¹ <https://cambridgeshirepeterborough-ca.gov.uk/wp-content/uploads/documents/transport/buses/Bus-Reform-Mayoral-Task-Force/CPCA-BSIP-Final-291021.pdf>

transformation of bus travel”. They are however generally high level and vague – the devil will be in the detail of how they are delivered.

CSCGP views the need for an improved regional bus service delivering equitable and fair benefits to all as a **social justice** priority. The bus service offered should ensure that everyone can use the buses even in the most remote areas as well as in the high-use urban centres. We would add that the staff delivering the service need to be supported on secure contracts from employers who value their welfare. As well as being socially just, this should improve staff recruitment and retention – currently a significant issue causing a drop in reliability on many bus routes. Such staff are also more likely to provide the attractive easy-to-use service that is desired.

An improved bus service is also clearly an **environmental** priority. The regional climate targets proposed by the independent commission, with doubling of bus passenger numbers and a 15% reduction in car mileage by 2030, must be achieved as a minimum. We are concerned to note that the strategy documents contain mixed references to 2030 or 2050 targets, low emission or zero emission vehicles. We would only support strong environmental and climate targets, zero emission across the fleet (as stated in BSIP) and a deadline of 2030 not 2050. Optimising bus journey efficiency, and hence reducing emissions, through the use of dedicated priority measures such as bus gates / modal filters are initiatives that we strongly support.

- **Operational model**

Vital for the delivery of this strategy will be the operational model chosen. We support the intention to explore franchising as the preferred model and would welcome a detailed plan. We emphasise that, whatever model is adopted, it is important that the time required to put it in place does not delay significantly the implementation of the bus strategy. Given that this regional bus service will have to be integrated with the GCP Connecting Cambridge initiative both need to proceed together. The GCP timeline starts from 2023, and any major delays in the regional bus strategy would therefore make it very difficult to deliver the integration required.

We believe that successful delivery will require under all circumstances:

- i) A version of franchising or a ‘strong’ partnership approach
- ii) road space reallocation

- **Integration with other forms of transport**

This bus strategy does not state clearly how the service would be integrated with other forms of public transport in the region. More details on bus rail link-ups, on how any planned rail expansion might be incorporated into the network, would be helpful. The strategy is predicated on the bus as the only backbone to the public transport network. Have other forms of public transport such as very light rail (VLR) have been considered at any point?

- **The needs of users with disabilities.**

We call for specific text to be added in the vision and aims relating to the needs of disabled passengers and how these will be met.

Responses to survey questions

We support many of the responses proposed by the Cambridge Sustainable Travel Alliance, and have added comments from our own review of the consultation documents. Where relevant, we include notes relating to the more detailed BSIP document.

We also include appendices will cover more detail on the Franchising model, the alternatives, and some comparative information from Oxfordshire and from the Netherlands.

Section 3: Bus Strategy Vision

Response: We **agree** with this vision.

Notes:

We note that the BSIP has a subtly different approach:

Bus Strategy: *“The vision is for a comprehensive network of bus services across Cambridgeshire and Peterborough that people find convenient, easy to use, reliable and good value for money, that is inclusive and offers a viable alternative to the car.”*

Bus Service Improvement Plan: *“Everyone should have the opportunity to travel; their chances in life should not be constrained by the lack of travel facilities open to them”*

We question why these two documents have different Visions given that they are supposed to be elements of the same plan. We tend to prefer the BSIP version as its overall intention is directed at how transport can affect people’s lives rather than the provision of an effective transport system.

We suggest the target of doubling bus passengers by 2030 based on 2019/20 levels is unambitious, given the impacts of the pandemic and service cuts on the baseline year. We note that targets require a reduction in car miles of 15% by that date and wonder whether a doubling of passenger numbers is sufficient to support this (the 15% target is itself unambitious, compared to for example 25% in Oxfordshire (see Appendix).

The aspiration of “Buses are part of a fully integrated and planned transport system” should explicitly mention cycling and walking including safe routes to bus stops and secure, accessible cycle parking, mobility vehicles, and other electric vehicles such as scooters.

Section 4: Bus Strategy Aims

Response: we **agree** with the aims.

Notes:

While we support the aims as set out, we strongly criticise the absence of explicit targets against which progress can be evaluated. We note that the BSIP document does contain

quantified targets for the objectives of reliability, journey time, passenger growth and passenger satisfaction. We suggest that these targets should form part of the Bus Strategy, or the links between the two documents made much clearer.

Convenient:

1. Page 12 of the strategy document refers to a table about frequency which is not present in the document. Without this inclusion we cannot express support for any frequency. 'Frequent' will inevitably mean different things on different services.
2. There needs to be a rationale for 'range of tickets'. Having a 'range' should not be prioritised over simple ticketing that can be easily understood by all users.
3. There must be a clear definition of 'evening'. It is essential that buses are available for hospitality and shift workers. Service hours must be specifically stated.
4. Rural routes should meet or exceed the aspirations of the Campaign to Protect Rural England's 'Every village, every hour' campaign. 'On demand' services can contribute to this target.
5. There should be a 'no stranded passengers' aim including avoiding overlong journeys owing to delays and missed connections.
6. The strategy states that "all areas are well served by bus". Once again, this is a vague aim that is open to interpretation. A clear definition of "well served" must be provided.

Attractive:

The aims the Combined Authority has stated here are by and large sensible. We believe the core elements for an attractive bus service are:

1. Reliable, times and places
2. Staff are customer focussed
3. Buses are of a good and comfortable standard
4. little crowding, i.e. expansion and contraction of capacity by demand

Traffic congestion (as well as being one of the problems which improved bus services will help solve) is a key challenge to delivering reliable and frequent bus services. The strategy states that "wherever possible, measures will be put in place to prioritise road space for buses, or provide new dedicated infrastructure for buses to use, so they can travel unhindered and quickly, ensuring punctual services that people can rely on." CSCGP urges that bus prioritisation should be in line with the 'hierarchy of road users' – a concept that places those road users most at risk in the event of a collision at the top of the hierarchy. Bus priority must not be at the expense of active travel. The Greater Cambridge Partnership is pushing forward a number of new busways as part of its transport strategy. New busways are expensive, highly environmentally destructive (in terms of use of raw materials such as concrete, and also land take) and we believe should only be preferred where they provide clear advantages over modifying the existing road network. We do not believe this to be the case for the Cambridge busways (see for example the alternative to the Cambourne busway put forward by Smarter Cambridge Transport²).

² <https://www.smartertransport.uk/cambourne-to-cambridge/>

Easy:

1. The strategy should view the concept of 'easy' from the perspective of a visitor to Cambridgeshire with no prior experience of our bus service. Would a visitor find it easy to find out how to use our buses, where and when our buses travel, and how ticketing works? The bus service must also be 'easy' for all passengers, including those with disabilities, those travelling with children, etc.
2. The point "Buses run at regular time intervals and with consistent frequencies," is crucial – people must be able to rely on the bus departing and arriving on time (with real time information if things go wrong.)
3. The point "Ability for people to transfer between bus and other travel modes (walk, cycle, e-scooter, car, coach, train)" should elaborate on what the transfer experience should be like. For example - transfer safely, easily and affordably. It should also elaborate on the impact that ticketing systems will have on transfers. There should be shared ticketing so that new tickets are not required when transferring across operators and transport modes.
4. This section should also include the aim of simplicity. Passengers should be certain that they have the best/most suitable ticket and route without the complex comparison of options which is currently required.

We would add the following specific points:

- There must be safe, speedy and accessible pedestrian movement between bus stops and between buses and other transport modes e.g. trains. All stops should be connected to a footway which is suitable for use by passengers using wheelchairs or other mobility aids.
- All stops should display printed timetable and key fare information and a location-named bus stop flag with the phrase 'Towards [key destination(s)]'.
- Wherever possible a shelter, with seating, lighting, and timetable and real-time bus information should be provided.
- Key edge-of-town and edge-of-village locations should be developed as 'travel hubs' with secure cycle-parking facilities and interchange facilities with demand-responsive transport.
- Reliable bus services that users can trust.

Section 5: Delivering the bus strategy

Response: we **agree** with the principles.

Notes: Again, although positive as far as they go the 4 "main principles" are very vague and have no claim to being comprehensive, or subject to performance evaluation.

Continuous cycle of passenger growth and service improvement

This is intuitively appealing but we would like to see a more evidenced case for why and how it will work in practice.

Will the approach set in the BSIP document, where the share of risk for lower growth rates will be shared between the service provider and the council (thereby providing a measure of security to the new service provision and attendant) still apply?

Mode of provision

This point is very important but seems to be deliberately left vague. The Strategy document indicates that franchising is the Combined Authority's preferred model. The BSIP document mentions a "franchising assessment process" – has this now been completed, and if so, where can the results be viewed? Do the assumptions adopted for the 2021 Outline Business Case Assessment (paragraph 1.19 of the BSIP document) still apply to the current proposals?

We agree that the current 'Enhanced Partnership' approach is not delivering the best service for the region. It is clear that a visible change in how bus services are controlled is necessary to restore public confidence in some of our bus services. We welcome the Combined Authority's intention to explore bus franchising and would like to see a detailed proposal on franchising, including a statement of how control and management will be exercised before any franchising arrangements can be set up. It is critical that improvements to the bus network are not delayed because of the complexities of setting up franchising.

Partnership

We feel that a key theme missing from the strategy is staffing. This strategy must be clear about how bus driver recruitment and retention will be improved. There should be more information about better conditions, pay, career progression and flexible working hours for bus drivers. CSCGP believes that the strategic aims, objectives and aspirations must include putting the wellbeing of the staff running the fleet as a top priority. This means taking care of all those involved: drivers, cleaning staff, maintenance staff and customer service staff. Value these people and the bus system will not only provide a fair and just means of making a living, setting a standard for the private sector, but also massively increases the likelihood of it being an efficient and high quality service satisfying many of the aims and objectives already set out in the strategy. In addition, we feel proper investment in the staff who run the bus system would tackle some of the challenges outlined such as variable standards of service and the wish for a more reliable bus service.

To this end we propose some specific measures:

- **No zero-hours contracts.** Any bid for the franchising of this bus service must forbid any zero hours contracts. The government sets out the guidance for zero-hours contract employers³ and it is clear to us from reading this that employees providing a

³ <https://www.gov.uk/government/publications/zero-hours-contracts-guidance-for-employers/zero-hours-contracts-guidance-for-employers>

bus service should not come under this type of contract. We feel operations of a bus should not be run like a temporary employment agency which results in job insecurity, lack of sick pay and pension for the individual and high staff turnover, less reliability, consistency, less investment in organisational values for the organisation, and predominantly for the customer of the service, in this case: the passengers using the bus. It is unjust that a profitable company such as Stagecoach (£17.6 million for 2022) sidesteps its duty to provide a stable and secure living for those running its fleet in favour of money-saving quick fixes. This is the UK's biggest bus operator who employ 23,000 people in England, Scotland and Wales and have been running buses since 1980⁴. Therefore, we request that any franchising bidding process must set out the types of contracts offered: permanent ones that include sick benefits and a pension plan. We would like to see additional detail on how secure employment can be provided on the proposed 'on demand' bus services.

- **Living Wage.** The real Living Wage should be paid to those working to deliver this valuable public service, and this must be a condition of a franchising contract. The real Living Wage is currently £10.90 an hour compared to the government's 'national living wage' which is £9.50. The latter is not calculated according to what employees and their families need to live, rather it is based on a target to reach 66% of median earnings by 2024⁵.

Integration

We agree with the principles set out here but greater detail is needed. . More details on bus rail link-ups, on how any planned rail expansion might be incorporated into the network, would be helpful. Also whether other forms of public transport such as very light rail (VLR) have been considered for any part of the network, following the encouraging examples of cities such as Coventry⁶.

Section 6: Strategies

Answer: clearly these strategies are interdependent and all are needed to deliver the aims of the strategy, but in this context we would rank them as follows:

1. Getting to places quickly and on time
2. Value for money and simple ticketing
3. Bus services for rural areas
4. Bus services people want to get on
5. Information and getting the message out
6. Integrated coherent network
7. Delighting customers.

⁴ <https://www.stagecoachgroup.com/who-we-are.aspx>

⁵ <https://www.livingwage.org.uk>

⁶ <https://www.coventry.gov.uk/verylightrail>

Notes:

- Bus information (fares, timetables, places served and stop locations) is currently very poor. 'Information and getting the message out' will be a quick, easy and cheap improvement.
- People unable to drive, or otherwise without a car, in rural areas, are cut off from employment, educational, cultural and social opportunities.
- There is currently a confusing range of tickets, mainly valid only on one operator's services, whilst queries to the driver about 'best value' delay boarding and lengthen journey times. They also discourage bus travel.
- Major operators' maps don't show other operators' services. There should be clear journey planning information with multi-operator ticketing and recognised interchange points.
- Getting to places quickly and on time seems dependent upon the points above.
- 'Bus services that people want to get on' are dependent upon the factors above, i.e. it is a meaningless in and of itself
- 'Delighting customers' is an outcome if all the strategies above are effective. There is an unanswered question as to who is 'delighted' – not all passengers have the same requirements or expectations. It would be informative to explore whether there are real world examples of 'delightful buses' already in existence.

Conclusion

The Cambridge and South Cambridgeshire Green Party have some summarising comments to make on this consultation by the Cambridge and Peterborough Combined Authority. Firstly, its relationship to the recent highly politically-engaging and controversial Greater Cambridge Partnership's Making Connections Consultation needs to be stated as the lack of clarity about why there are two separate consultations on buses running closely together is disorientating.

Further, the CSCGP feel this strategy is a starting point but there needs to be much more shape and structure given to it to make it a proper checking point for future use. The CSCGP hold that it needs to be much more prescriptive and ambitious in terms of social justice and environmental goals, particularly concerning the overarching goal of carbon neutral – is it 2030 or 2050? It is stressed that a goal of 2050 is simply too late for the planet.

Implementation of franchising also needs to be tackled promptly and vigorously as this could take an excessive amount of time when there is a great amount of urgency to provide sustainable transport in our region. Social justice must be at the forefront of a franchising bid taking care of the livelihoods of those who run the bus service and also providing fairly for those who are expected to use the bus service, particularly the needs of disabled passengers.

Appendices

A detailed breakdown of implementation of a bus franchise

*How will bus franchises be implemented?*⁷

When a MCA (or other authority which has been afforded the applicable powers) wishes to implement a franchising scheme, it must complete a detailed assessment and submit this to the DfT for approval. This is a detailed process and includes similar elements to the test described above. Below are all of the elements to this second assessment:

Developing a compelling case for change – the authority should:

1. describe their overall aims and how bus services play into these
2. provide current and predicted information about performance of local services
3. explain why the geography of the area is appropriate for a franchise model; and
4. detail what issues passengers are currently facing.
5. Setting objectives – the authority needs to set clear objectives for its proposed bus franchise which are "specific, measureable, achievable, realistic and time-bound." [2] There should also be specific objectives relating to the affordability of the scheme and how it represents value for money
6. Options generation and refinement – the authority should engage with bus operators in the area to explore whether a franchise agreement is really the best solution, or if there is a realistic proposition to implement other ideas instead (such as partnerships with current operators or a new ticketing method)
7. Detailed assessment of options – all shortlisted options should then be assessed based on the following criteria:
8. strategic case (how will each option achieve policy objectives?)
9. economic case (what value for money will each option provide?)
10. financial case (how much will each option cost to create and maintain?)
11. commercial case (how will each option be procured and contracted?); and
12. management case (how will each option be delivered and managed?).
13. Auditor's assurance report – once the business case has been compiled, an independent auditor with professional accountancy qualifications must be hired to form an independent opinion that the information gathered by the authority meets the required standard for review by the DfT
14. Consultation – finally, the authority must consult more widely on its proposals to ensure that local passengers, businesses and transport providers are able to comment on each of the options available.

Only when all of the above steps have been successfully completed can the authority submit its case to the DfT for a bus franchise to be implemented in their area. The DfT will then have the final say in deciding if a region is to be allowed to (1) exercise the powers under the Act and (2) implement a bus franchise system.

⁷ Taken from <https://www.lexology.com/library/detail.aspx?g=7d45c03a-95e3-46fc-b323-2ddb7f24efa2>, David Rewcastle and Richard Collins

Alternatives to bus franchises

The process of creating a business case to propose a new bus franchise in any given area is one that would take a significant amount of time and money for an authority to invest in. Despite this, there have been recent examples of major UK cities making public steps towards the franchising model.

One of the most prominent has been Manchester, where former Chancellor and current Mayor Andy Burnham is a vocal supporter of change to the current local bus network which he describes as "confusing [and] overpriced." The city will be holding a public consultation on the issue later in 2018, and other areas such as Leeds and Middlesbrough appear to be following suit. Leaders in these areas are pushing for an updated system which allows for a more consistent bus service offering in their area, and franchising would be one way in which they can achieve this.

A suggested alternative is a "partnership approach" – something which the Act provides further guidance on. In short, there are now two different forms of partnership that can be created between a local authority and a bus service operator:

1. an Advanced Quality Partnership Scheme - an attempt to upgrade the provisions of the Transport Act 2000 which introduced the Quality Partnership Scheme (the model which many UK bus services currently follow); and
2. an Enhanced Partnership - a more formalised agreement between a local authority and local bus operators which allows the local authority to dictate terms to some degree. However, on key points, these terms must be agreed with the authority by a majority of bus operators who are active in their catchment area.

It is expected that many current Quality Partnership Schemes will transition to an Advanced Quality Partnership Scheme in the future, with the Enhanced Partnership seen as a form of "halfway house" between the current system and a full franchise model.'

Oxford BSIP⁸

The comparison between the BSIP of that of Oxfordshire and that of Cambridge illustrates quite a different approach

BSIP objective EP approach

Significant and detailed emphasis on the quick and timely deployment of funds already held by the Council for improvement of the bus stop estate

BSIP objective EP approach

1. Keeping buses at the heart of decision-making

- Embed Council commitment and the corporate priority to
- 'invest in public transport to significantly reduce reliance on car journeys'
- Governance of EP via the Enhanced Partnership Board

⁸ <https://www.oxfordshire.gov.uk/sites/default/files/file/roads-and-transport-policies-and-plans/OxfordshireEnhancedPlan.pdf>

- informs decision making, e.g. via the County/City Council Joint
- Member Group
- The Local Transport & Connectivity Plan Mode Hierarchy is applied to reflect the priority given to bus and ensure that positive decisions are made to promote and support bus travel and improve integration with other modes

2. Making buses

- faster and more
- reliable
- Achieve a 10% improvement in bus productivity in Oxford city
- Implement bus priority measures at key locations including Oxford city centre
- Improved management of roadworks, including appointment of a bus champion
- Implement signal detection technology improvements

3 Upgrading bus

- infrastructure
- Identification and improvement of the bus stop estate, with defined standards
- Development of the mobility hub concept in rural areas and areas associated with growth
- Improvement to Real Time Information provision

4.Improving the

- image of buses
- Developing a consistent/single brand for the Smartzone area
- services, including livery
- Consideration of measures to assist boarding/alighting on
- certain busy routes
- Roll out of audio-visual systems, Wi-Fi and device charging on
- new vehicles
- Ensuring buses are promoted by the County Council and
- partners through existing and new channels

5.Making buses

- easier to access and understand
- Development of an improved bus network, with greater hours of operation and coverage
- Improvement of cross-boundary bus links
- Modernisation and improvement of multi-operator ticketing systems
- Simplification of bus ticket range, including extension of youth fares
- Behavioural change initiatives with employers
- Enhanced publicity and customer information
- Development of a customer charter

Some targets:

- replacing or removing 1 in 4 current private car trips by 2030;
 - delivery of a zero-carbon transport network by 2040, alongside
- replacement or reduction of 1 in 3 current private car trips; and
 - delivery of a transport network which contributes to a climate positive
- future by 2050.

The above are more ambitious targets than those of Cambridgeshire.

The issues for ranking in consultations are different to those offered for review in Cambridgeshire.



Figure 4 - Preferences of the general public

There is also a specific role for a citizens assembly in contributing to the policy.

A timeline

Table 7 - Impact of Central Oxford measures on buses in Oxford

		Increases bus productivity & use by....		
Measure	Implementation date	Improving bus journey times & reliability	Managing demand for car travel	Generating funding for bus service improvements
Trial traffic filters	December 2023			
Permanent traffic filters (subject to successful trial)	2025			
Zero emission zone	2025			
Workplace parking levy	2025			
A40 bus lane and new Transport Hub	2023			
A44 and Woodstock Road bus lanes	2023 - 2024			
Bus priority at traffic signals	2023 – 2025			
Controlled parking zones	2022 – 2025			
Removal of on-street parking	2022 – 2025			
Improved network co-ordination	2025			

Measures that are to be funded through the Bus Service Improvement Plan and Zero Emission Bus Regional Area (ZEBRA)

Scheme Name	Details	Location	Timescale for delivery
Connecting Oxfordshire and Zero Emission Bus Regional Area (ZEBRA)	<p>Delivery of up to 159 electric buses, as well as ancillary upgrades to depots, for both Stagecoach and Go-Ahead (Oxford Bus Company). These buses would primarily operate within Oxford</p> <p><i>Note: achieving this measure is dependent upon the delivery of works to improve bus journey times by 10% in Oxford SmartZone by Oxfordshire County Council, as outlined in Annex B.</i></p>	Initial consultation identified the potential locations of traffic filters being on Thames Street, Hythe Bridge Street, St Clements, St Cross Road, and Hollow Way. The precise locations of the filters will be determined once the public consultation exercise has been completed.	<p>Vehicle tender award and orders placed: by January 2023</p> <p>Depot works: From 1 April 2023 until 31 August 2023</p> <p>Vehicle delivery: From 31 August 2023 until 29 February 2024</p> <p><i>All timescales are subject to detailed feasibility work and consultation</i></p>

Clear bus replacement targets

Bottisham Parish Council submits its response to the Cambridgeshire and Peterborough Combined Authority (CPCA) Bus Strategy, dated November 2022, as follows:

Background, current situation in Bottisham regarding bus services, and current Bus Strategy

The large and vibrant village of Bottisham, in East Cambridgeshire but only 4 miles from Cambridge City's boundary and 6 miles from the centre of Cambridge, was negatively impacted from October 2022 by the failure of the CPCA's existing Bus Strategy. This failure was evidenced by the withdrawal, with very little publicised notice, of all our existing bus services – two once-per-hour Monday-to-Saturday bus routes and - at the time of the announcement of the withdrawal - no assurance that these bus routes would have any replacements that served Bottisham.

We note that the purpose of the Bus Strategy is not to examine detailed, granular issues around specific routes and services. However, it is Bottisham Parish Council's contention that the issues around the withdrawal of specific bus routes and services in our village in October 2022 (and in other Cambridgeshire and Peterborough communities affected by Stagecoach's programme of withdrawals at that time), and the issues around replacement bus services, reflect a **failure of the CPCA's existing Bus Strategy**.

Mention of them is therefore key to a discussion of this new Bus Strategy, and **we are very keen that the new Bus Strategy avoids the failings of the old (existing) Strategy**.

We believe that CPCA's existing practises and policies fail to deliver what CPCA aspires to in the 'Vision for Buses' and in the foundational elements of the new Bus Strategy in four key areas: 1) Partnership; 2) Information and getting the message out, 3) An integrated, coherent network linking people to the places they want to get to, and 4) Value for money and simple, integrated ticketing.

We discuss these below:

1) The October 2022 bus changes demonstrate a lack of effective Partnership

We know that a 'Greater Cambridgeshire Bus Operators 'Forum'' was set up in 2021 but to us the fact that there was only a short time between CPCA apparently being made aware of the forthcoming Stagecoach bus service withdrawals in October 2022 and them then taking effect demonstrates the lack of real partnership working between CPCA and the bus operators.

Another instance of the lack of practical partnership is the difference between a) the published timetable timings and actual stop patterns of Bottisham's current bus service 12 post-October 2022 and b) what appears under the detailed Traveline timetables for this route, which we understand is input by CPCA. (This is important because accurate source data on scheduled timetables in Traveline is essential for enabling computer-based journey planners - used by travellers - to work properly).

We note that England's National Bus Strategy 'Bus Back Better' includes strong encouragement from central Government for authorities to adopt close partnership working with bus operators, with a move towards adopting formal 'Enhanced Partnerships'.

2) The October 2022 bus changes demonstrate the lack of a CPCA Public Transport Information Strategy

Since October 2022 the roadside publicity for the bus service which, we understand, is ultimately the responsibility of the CPCA as the Local Authority responsible for overseeing Public Transport, has been, and continues to be, atrocious. This projects a poor image which acts strongly against the concept of the bus service being an attractive proposition for most Bottisham residents, and thereby runs counter to the CPCA's stated policy objectives in its new Bus Strategy.

We are not aware of any published and adopted CPCA Public Transport Information Strategy. In particular, we have been unable to find published policies on the following:

- Which organisations provide at-stop timetables
- Which organisations provide the bus stop flag, and
- Which organisations maintain the information and condition of those

In Bottisham this results in:

- most bus stops that were used by the previous Stagecoach services that ran until 29/10/22 having no timetables displayed (the bus stops have existing timetable cases which are empty),
- stop flags with information displayed which refers to the previous operator rather than the current operator, and, in some cases,
- stop flags with out-of-date route numbers on the stop flags

These give an incredibly poor image of public transport, and are confusing both to existing bus users and to those who would consider using bus services but don't currently. This goes right against CPCA's policy of delivering a vibrant, successful bus system. Other negative aspects of the lack of any CPCA Public Transport Information Strategy are:

- no single Cambridgeshire-wide or CPCA-wide bus brand
- no single, clear public transport information website for Cambridgeshire or for CPCA
- no bus maps for cities, towns or rural / interurban networks in the CPCA area

3) The October 2022 bus changes demonstrate the lack of a CPCA Strategy for an integrated, coherent network linking people to the places they want to get to

While Bottisham's replacement commercially-operated hourly bus service that has existed since the end of October 2022 (provided by a bus operator that is new to the Cambridge area) is running successfully as far as we can tell, it omits some significant and important village – village links offered by the previous services. It also has shorter operating hours compared to the previous service.

4) The October 2022 bus changes demonstrate the lack of an effective CPCA Strategy for delivering value-for-money and simple integrated ticketing

The replacement bus service inevitably fails to offer the low-price single-operator through ticketing / fares options with connecting bus services that were offered by the previous services (whose operator – at that time - ran buses in most of Cambridgeshire and Peterborough). There is no longer through bus ticketing to other destinations in Cambridge (e.g. railway station, Addenbrookes Hospital, retail parks), other than the £8 Cambridgeshire Multibus ticket. Although, of course, Multibus is welcomed, it is more expensive than the through tickets previously offered by the previous operator prior to 31/10/22.

Regarding the specific questions on the Cambridgeshire & Peterborough Combined Authority's bus strategy consultation, Bottisham Parish Council has the following response:

Question 5: How much do you agree with the Vision of the Bus Strategy?

Bottisham Parish Council strongly agrees with the Bus Strategy Vision but believes that it is incompatible with CPCA's current Bus Strategy, which demonstrates a lack of effective Partnership with bus operators, and an absence of a strategy for Bus Information

Question 6: How much do you agree with the Aims of the Bus Strategy?

Bottisham Parish Council strongly agrees with the Bus Strategy Aims, but believes that the CPCA's current policies & practices regarding facilitating Convenience, Attractiveness and Ease (of Understandability and Use) of the existing Bus Network strongly act against the achievement of these Aims. The CPCA's current policies & practices serve to exacerbate the Bus Network's existing lack of Convenience, Attractiveness and Ease.

Question 7: How much do you agree with the four main principles of delivering the Bus Strategy?

Bottisham Parish Council agrees with the four main principles of delivering the Bus Strategy

Question 8. How would you prioritise our strategies?

Bottisham Parish Council has no particular views on prioritisation of the strategies

9. Do you any further comments on the Bus Strategy?

a) It should be noted that Bottisham is also subject to the Greater Cambridge Partnership (GCP)'s integrated Bus proposals, defined by GCP as one of the three parts in its *'Making Connections'* proposal, which was out for consultation in Autumn 2022 and for which responses to that are currently being reviewed by GCP.

East Cambridgeshire District Council is not represented on GCP, and the GCP area ('Greater Cambridge') explicitly covers only Cambridge City and South Cambridgeshire District (as defined in the 'Greater Cambridge City Deal Assurance Framework' updated 2022). However, some of GCP's proposals, and specifically the Bus Strategy part of *'Making Connections'*, explicitly cover extensive areas outside 'Greater Cambridge'. The *'Making Connections'* documentation describes *'Making Connections'* as a *'proposal in three parts'* of which the first part is *'1. Transforming the bus network. From mid-2023, we are proposing to transform the bus network through new routes, additional services, cheaper fares and longer operating hours.'* Also, the *'Making Connections'* Map Book explicitly covers all the bus services running extensively into areas outside the 'Greater Cambridge' (including Bottisham)

Yet the CPCA Bus Strategy has only two small references to the Greater Cambridge Partnership Bus Strategy in *'Making Connections'*. Given the latter's crucial importance to the bus services over a large part of the CPCA area (including those parts that are also outwith the GCP area) this seems a rather crucial omission from the CPCA Bus Strategy.

b) We note that *'Bus Back Better'*, the England National Bus Strategy, includes strong encouragement from central Government for authorities to adopt close partnership working with bus operators, with a move towards adopting formal *'Enhanced Partnerships'*; and we see that CPCA's original *'Bus Service Improvement Plan'* stated that an *'Enhanced Partnership'* would be put in place from April 2022. We also note that *'Bus Back Better'* gives the good practice example of Hertfordshire's Intalink strategy which covers information and some other areas (*'Bus Back Better'*, page 39), and that an operator interviewed during the process of writing CPCA's *'Bus Service Improvement Plan'* commented positively on Intalink. We would recommend that CPCA gives serious consideration to adopting an *'Enhanced Partnership'* on the lines of Intalink.

c) The Bus Strategy seems to minimise the vast gap in provision and quality (regarding both the Bus Service level and the level of User Information) between the Network outlined in the *'Vision for Bus'* and the Network that is provided now by CPCA and the bus operators. Whilst a gap is acknowledged in *'Setting the Scene'* (page 4), this omits a reference to the massive Stagecoach bus cuts at the end of October 2022, which both in themselves and in the response of the CPCA to them, revealed gaps in both the Partnership and User Information elements of CPCA's existing Bus co-ordination activities. Omission of a reference to this reduces the Strategy's credibility.

d) We recommend that the Bus Strategy includes CPCA undertaking a programme of innovative bus service design in response to the continuing effect of the Stagecoach bus service cuts of last October, and that the Bus Strategy explicitly involves area and corridor traveller Groups in this programme. Bottisham Parish Council is a member of one such traveller group: the A TO B1102

20-02-2023

Appendix A: Cambridgeshire and Peterborough Combined Authority draft Bus Strategy consultation 2023 – response by Cambridge City Council and South Cambridgeshire District Council

Cambridge City Council and South Cambridgeshire District Council strongly support the vision, aims, outcomes and attributes included in the draft Bus Strategy, and the ambition to more than double bus patronage by 2030.

On a particular point, we strongly welcome the aim of delighting customers to transform image of bus travel, and note the importance of ongoing bus maintenance to support this. Furthermore, it is important that the use of buses be championed with support provided to encourage those not used to using the bus to do so, including those who may not be confident about that, e.g., some older people. As part of this it is important to consider the evolution of the interior space of the buses to provide greater capacity for pushchairs, mobility aids etc.

We also particularly support Principle 4 ‘Integration’ on page 12 which recognises the need for greater integration of bus services in areas like Greater Cambridge especially between bus and train & P&R and rural services (both in terms of services and ticketing), and the principle of on demand/demand responsive services in lower-density areas which should be further evaluated (e.g. the potential expansion of the ‘TING’ service launched in rural West Huntingdonshire to other communities across Cambridgeshire). There are also ‘dial-a-ride’ services within Cambridge which could be extended within and beyond Cambridge and be made more efficient through economies of scale. Rural travel hubs such as Whittlesford are also key to this connectivity. Furthermore, where dedicated staff buses are provided by the various campuses eg Granta and Wellcome, consideration should be given as to how best to integrate these services with other rural services for the benefit of employees and local people. Also, the GCP plans for hourly bus services in villages where they do not exist will be key benefits for our communities and the bus strategy should be mindful of this.

We would like to highlight the importance of translating these aims into delivery, including but not limited to the following points:

- As highlighted in the Greater Cambridge Partnership Making Connections consultation, the bus fleet will need to increase very substantively to support the vision and aims.
- As highlighted in our response to the draft Local Transport and Connectivity Plan in 2022:
 - we note the importance of significantly increasing bus depot provision in the Greater Cambridge area to support the proposed increases in bus services. The location of new depots and their potential impacts will require thorough consideration, which will require early engagement with the Local Planning Authorities.
 - We also strongly suggest that to support the shift towards electric vehicles, the Combined Authority commits to working with government and relevant partners to accelerate delivery of new grid capacity to underpin decarbonisation of both private and public transport across the area.

We would recommend that exploration of bus franchising should draw on any lessons learned from others' transport franchising experiences, such as the UK government's rail franchising activities in recent decades.



CAPCA - Bus Strategy
February 2023
Response from Stagecoach East

Stagecoach East welcomes this consultation.

COVID has had a significant impact on people's travel patterns, with key businesses hybrid working and changes to people's travel times and locations. It is therefore vital that there is an effective bus strategy in the CPCA area that benefits and meets the communities transport needs, whilst acknowledging the challenges of congestion and climate change. This process needs to be a continuous one to ensure that the bus network is an organic one, which develops and evolves as passengers needs evolve.

We welcomed the Combined Authorities Bus Strategy issued in November 2022 and the proposals to tackle the current challenges of the network with ever increasing bus journey times, poor punctuality, congestion, and improved bus infrastructure and co-ordination of the current network.

The bus sector has been significantly impacted by the change in travel patterns we have seen through the pandemic. The different regions of the area are recovering very differently, with Cambridge routes at 97% of pre pandemic passenger's usage, compared with the Busway at 74% and the Peterborough network at 76%.

All bus operators have been very grateful of the support that Government and local authorities have provided that has helped operators through the pandemic.

Whilst that funding has been vital, we had to take some difficult decision in October to reduce the services we operate, as those services were just unsustainable to operate. However, we did enhance 12 bus routes in the region, and we have seen early growth on these routes which gives us confidence that there is a future for bus services in the region.

The rural services have always been the most challenging, low population densities has always made practical and affordable public transport to provide in these areas and at the recent Rural Connectivity Summit by the Campaign for Better Transport, it opened up the debate on how rural transport could look,

by integrating the travel patterns of specialist transport providers such as the NHS, education and other social services. Perhaps this could be one of the areas the Combined Authority could lead on, which could see a sustainable way of delivering connectivity for our rural communities. item 6.2

Given the current challenges all operators face, certainty of future bus funding is key so operators can plan, manage, recruit and support the aspirations of this strategy. Without such certainty, we will be stuck in a circle of decline and not be in a position to meet the challenges of regional economic growth, as well as the Mayor's commitment to reduce car miles in the region by 15% by 2030.

Research regularly shows that every pound invested in buses and other public transport pays back many times over in terms of economic, social, health and environmental benefits. It is therefore pleasing to note the strategy recognises that significant capital and revenue funding sources will need to be identified from various sources to realise the CAPCA ambition.

We understand the pressure on public finances, but we believe that funding invested in giving bus services a stable base to grow from would be money very well spent and deliver wider social and economic benefits in the local communities across our region.

As a responsible operator, we recognise our performance on the network is key to giving value for money to customers and taxpayers. It is only right that this bus strategy places high expectations on service provision from local bus operators, and we are committed to supporting any ambitious plans that include improved transparency in a performance regime that helps address the specific challenges of delivering a high-quality bus network in the region.

We support the aims of the bus strategy, and are pleased to see the CAPCA putting customers at the heart of the strategy, by focusing on a network that is convenient, attractive and easy to use. We are keen to work with the CPCA to explore all options to deliver these aims, and welcome further discussions on how these can be achieved.

The Bus Service Improvement Plan (BSIP) will be critical in developing the delivery model for any bus strategy, we welcome the close engagement of the CAPCA bus team in asking local bus operators to engage in developing this plan. We recognise the challenge of delivering improvements to the network and are committed to sharing the joint responsibility of putting together ambitious plans, that have clarity with clear roles and responsibilities for each partner.

We support the bus strategy proposal, but after reading the document our key asks are:-

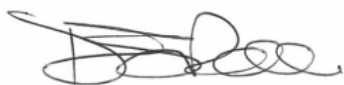
1. We strongly request the use of our punctuality data to "cross check" any proposed bus routes/network. Our punctuality data shows these are significant hot spots for congestion. We will happily share the data we have to demonstrate the impact of congestion on these routes. We believe we can help the CAPCA get the biggest bang for their buck when prioritising capital spend on bus priority measures.
2. Where there is a proposal to enhance an existing bus route, we strongly request the use of our passenger data to make further cross checks.
3. We would ask that when finalising the outcomes of the bus strategy, that significant thought is put in place to ensure there is sufficient CAPCA resource to manage the aims and objectives of the strategy. We are concerned that such an ambitious strategy will require a significant team of management and support roles, these roles will need specialised skills and knowledge, which are sometimes very difficult to find as they are only now generally found within the bus companies. We would be pleased to provide help and assistance through our teams if called upon.

4. We would welcome the opportunity to discuss rural services and how these can be sustainable Item 6.2 provided by using the learnings and suggestions from the recent Rural Connectivity Summit and the One Transport Need, One Transport Solution proposal.
5. We would ask that the proposal includes a much more joined up approach on the impact of roadworks and new active travel plans (such as cycle lanes). The current system just does not work, where bus operators are not consulted on LA plans, which result in significant impact on journey times for customers, which results in buses not being seen as a viable alternative to other modes of travel.
6. We would welcome the opportunity of sharing our recent report “Every journey makes a difference” and how we can support people to switch how they travel, and how local policy making can make a big shift in how these people make journeys.
7. We would also like to share with you our “roadmap to zero” the transition to 100% zero emission buses and the journey to get there. We recognise the challenges of improving air quality for our communities and this document will demonstrate our ideas and commitments in supporting the CAPCA meet their key goal in the bus strategy of protecting and enhancing the environment.

Stagecoach are keen to play our part with the CAPCA in the key goals of high-quality service delivery, affordable fares and public policies designed to encourage and promote bus use.

As a demonstration of our commitment, we introduced fare simplification from 4th January 22, which resulted in 92% of our customers either being better off or no worse off. We now offer unlimited travel In Cambridge from £2.25 a day, with 30% discount for of all Youth fares (U19 and students with a valid photo ID) and group travel for up to 5 people of any passenger type from £2.10 per person. We have a committed investment of £7.5million in 30 new Zero-emission buses for the Park and Ride fleet (due in service April 2023) and our tech teams are working on an introduction of Tap On Tap Off and fare capping capability.

All these initiatives are designed to make bus travel affordable and sustainable, but we recognise that public policies designed to encourage and promote bus use also play their part, that is why we welcome CAPCA bus strategy for Cambridgeshire and Peterborough and look forward to working with the CAPCA to develop the proposal further.



Darren Roe
Managing Director
Stagecoach East
February 2023

RN/CPCA

**Cambridgeshire and Peterborough Combined
Authority
Bus Strategy**

20/02/2023

**Representations made by Cambridge Biomedical Campus (CBC) to the Cambridgeshire and Peterborough
Combined Authority (CPCA) Bus Strategy**

Dear Sir,

Cambridge Biomedical Campus (CBC), welcomes the opportunity to comment upon the proposed new bus strategy, put forward by the CPCA, and write with the following response.

About the Cambridge Biomedical Campus

The Cambridge Biomedical Campus (CBC) is located at the heart of the UK's and Europe's leading life sciences cluster, located in the city of Cambridge. The CBC is a vibrant, international healthcare community and a global leader in medical science, research, education and patient care.

The site has grown considerably in recent years and the organisations on the site reflect the strength of healthcare and life sciences in Cambridge:

- Healthcare and the NHS: Cambridge University Hospital NHS Foundation Trust, Royal Papworth Hospital NHS Foundation Trust and Cambridgeshire and Peterborough NHS Foundation Trust
- Education: The Deakin Centre and Cambridge Academy for Science and Technology
- University & Research Institutes: University of Cambridge School of Clinical Medicine – housed in multiple buildings across the CBC and comprising twelve Academic Departments, four Research Institutes and five Medical Research Council (MRC) units, The Medical Research Council Laboratory of Molecular Biology (MRC LMB), Cancer Research UK Cambridge Institute, Heart and Lung Research Institute and Addenbrooke's Centre for Clinical Investigation
- Industry & Expansion: AstraZeneca Strategic R&D Centre, GlaxoSmithKline's (GSK) Experimental Medicine and Clinical Pharmacology Unit, Abcam PLC Headquarters and ideaSpace – a co-working community of start-ups

As the largest employment site in Cambridge – the CBC is focused on ensuring patients benefit from the campus' world-leading research. The international nature of the collaborations cut across traditional boundaries to allow us to work together on care, research and training. Our success is based on everyone's willingness to unite to exert a powerful global influence as the campus attracts world class companies, investment and talent to Cambridge with the aim of improving healthcare and knowledge.

Why this consultation is important to the Cambridge Biomedical Campus

With world-leading academic and industry scientists on the same site as the teaching hospitals of the University of Cambridge, the campus is the optimum environment for the rapid and effective translation of research into routine clinical practice.

With the cost of healthcare set to increase as the demand from an aging population soars, we are set to develop the treatments of the future also creating the next generation of UK life sciences companies. We have the foundations in place to generate the ideas, products and revenue to deliver the future success of the UK's flourishing life sciences industry.

The campus will therefore continue to grow, creating jobs and bringing investment to Cambridge but we do this in collaboration with the city and its residents. Our achievements and success reflect the endeavour, persistence and brilliance of the people who live and work here.

As of today, there are 21,000 researchers, industry and clinicians all working on the site. In 2021, it was estimated there would be 26,000 people working on the Campus (prior to Covid-19) and up to 30,000 beyond 2031. Investment in the campus over the past three years totals more than £750m. The CBC is the biggest employment site in Cambridge, with further space to grow.

Sustainable access to CBC is a key factor alongside affordable housing to ensure the campus can attract and retain the best staff. With the further anticipated growth in and around Cambridge as well as the predicted growth on the campus itself, improved public transport, walking and cycling will become even more pressing. The draft strategy is encouraging, and welcomed. Improving connectivity and is vitally important for the campus as the cost of living continues to increase, and as we attract staff from further afield.

Our Understanding of the Bus Strategy:

We understand that the purpose of the Bus Strategy is not to examine detailed, granular issues around specific routes and services but more to outline the key, strategic aims, objectives, and aspirations of the Combined Authority. This will then enable further funding and shape the network to meet the needs of the people in the region.

The Bus Strategy has been developed to help facilitate many of the objectives of the emerging Local Transport and Connectivity Plan (LTCP) for which the CBC has previously made representations. The LTCP is the Combined Authority's long-term strategy to improve transport in Cambridge and Peterborough.

In addition to the LTCP, the Bus Strategy has also been prepared to reflect the ambition of the 'Bus Back Better: The National Bus Strategy' which outlined the Government's high-level objectives for bus services outside of London. Crucially, the key aims are to increase the volume of journeys that use a bus as a main form of transportation, returning to the level seen pre-COVID as a first priority, later exceeding it through providing more reliable and wider reaching services.

The CPCA Bus Strategy presents a vision which is: *The vision is for a comprehensive network of bus services across Cambridgeshire and Peterborough that people find convenient, easy to use, reliable and good value for money that is inclusive and offers a viable alternative to the car.*

The Strategy acknowledges that to deliver the Vision will 'rely on the delivery of a programme of evidence-based interventions across the Cambridgeshire and Peterborough geography. Bold decisions will be needed, backed by a steady, consistent, and determined approach to delivering a better bus network for all. Significant capital and revenue funding sources will need to be identified from various sources to realise our ambition.'

The Aims of the Strategy are based around three core attributes – these being: **Convenient, Attractive, Easy.**

The Delivery of the Strategy is then based around 4 main principles, with these being:

1. Achieving a continuous cycle of passenger growth and service improvement.
2. Using the best operational model of provision to achieve the necessary step change in the most effective way.
3. Partnership.
4. Integration.

The Strategy itself is based around the following strategy elements:

- An integrated, coherent network linking people to the places they want to get to.
- Bus services for rural areas.

- Getting to places quickly and on time.
- Value for money and simple, integrated ticketing.
- Information and getting the message out.
- Delighting customers.
- Buses that people want to get on.

CBC Response:

The CBC, face challenges regarding staff retention with a contributing factor being the unaffordability of either buying or renting housing. This is particularly true in the city of Cambridge where house prices, as a ratio to average earnings, are some of the most challenging in the UK.

Large numbers of staff face being priced out of living in or close to the city and therefore have increased dependency on modes of transport that allow longer distance travel. The environmental, health and wellbeing, and social consequences of private car travel are well understood by the CBC. This therefore means that the CBC has a vested interest in access to improved bus services across the region that provide staff with a cost effective and reliable method of transport for commuting purposes.

The current bus model, for our purposes, is 'broken'. Through our regular internal transport and travel engagement processes, the following (summarised) issues have been identified by our staff:

- **Traffic Congestion** results in delays to buses. This is heightened during winter months when less people are walking and cycling. Extensive roadworks, queuing for car parks, and recent changes to the highway have added to the levels of congestion.
- A general lack of **reliability and frequency** of regular services. Currently, buses do not offer a method of travel that can be relied upon for regular commuting particularly in rural areas.
- **Crowding** is also an issue that affects the reliability of bus services. Being unable to board at all are a deterrence to using buses.
- Boarding times resulting from **ticketing issues** causing delays and effecting reliability.
- **Customer information** is limited. The existing 'real time information' electronic displays are notoriously inaccurate and unreliable.

Given this context, **the CBC strongly agrees with the CPCA's Bus Strategy 'Vision'**.

We also **agree with the Aims** of the Strategy which are categorised as Convenient, Attractive and Easy. We would like to see some further emphasis on interchange, affordability, and reliability although all aspects are touched upon in the supporting text.

Delivering the Bus Strategy focuses on four principles: a continuous cycle of passenger growth and service improvement, using the best operational model of provision, partnership, and integration. **The CBC strongly agrees** with these 'delivery' aspects of the Strategy although there is substantial further detail that will need to be established in due course.

The continuous cycle of passenger growth and investment is essential for the long-term sustainability of buses in the region. Whilst badged as part of the Delivery Plan, this is also an output and a metric of success for all other elements of the Strategy.

The most effective operational model may result in the franchising of the network. Whilst this may be the most appropriate model, the CBC is less concerned with operational model itself but does support that it could deliver *'greater network stability and local authority control over the design and delivery of an improved network of services with a sense of a single, integrated system and identity.'* If franchising is determined as being the best way of achieving these outcomes, then we support its continued exploration.

The CBC supports partnership working. We have always sought to be collaborative and supportive in a sometimes-challenging transport environment and we will continue work in this manner. We would request that the CBC, as an umbrella organisation for the campus, is part of the Bus Operator Forum referenced in this part of the Strategy. We already work closely with the Greater Cambridge Partnership (GCP) and their timely investments are critical for the ongoing management of the CBC travel demands.

We understand that the objectives of the Bus Strategy and any future proposed changes to bus network and services are complementary to the GCP's proposals and we urge that partnership working with the GCP is undertaken.

Integration of public bus services with specialist types of transport is extremely important for both our staff and visitors. Community transport services and the existing hospital hopper bus service would benefit from an integrated and co-ordinated approach to service planning.

In terms of the specific Strategies, we make the following comments:

‘An integrated, coherent network linking people to the places they want to get to’:

The foundation of the Strategy is the transformation of the bus network to offer more buses to more places and will offer levels of service that have never existed before in the region:

- Services radiating out in all directions from Cambridge and Peterborough to market towns and villages. Some of these will offer more direct routes with fewer stops, making journeys faster.
- City services within Cambridge and Peterborough, including orbital routes offering direct links to peripheral employment and education sites.
- Services connecting market towns.
- Other local services in rural areas, including flexible services that run on demand with app booking, and community-based transport using minibuses and volunteer cars.

Different types of services will run, with all services operating at least once an hour. The most frequent will run every 6 minutes. All services will run from early morning through to the evening and on 7 days per week. The intention is to create a network that offers a real alternative to the car.

In areas of diverse and limited demand, demand responsive services (DRT) will offer the flexibility to make journeys.

The bus network will be integrated with local walk and cycle networks, and cycle parking provided at key bus stops and interchanges.

The CBC strongly agrees with this element of the Strategy.

CBC staff across all partners, work shifts that can finish at night or the early hours of the morning (this is true for both research and healthcare providers). As access for private vehicles becomes more limited and less financially viable, there has to be an effective, cost-efficient alternative for those staff working shifts. The provision of services into the evening for 7-days a week will benefit our staff and increase the attractiveness of using the bus and working at the hospital. We therefore welcome these proposed additional services hours.

We support the proposals to increase network coverage in villages and rural areas. Currently staff located in these areas have little genuine choice in how they travel to work and thus increasing bus services in these areas will benefit many of our staff.

We would also stress that with the delivery of Cambridge South Station, bus services that provide interchange with the rail corridor, will be hugely valuable for staff across the CBC. There are a number of villages or market towns that will have a direct link by train to the hospital campus – bus-based connections to these stations must form part of the ‘integrated and coherent network’.

We are pleased that ‘orbital connectivity’ is referenced. Much of Cambridge’s growth is on its fringes and the ability to travel through the city is increasingly challenging. Therefore, orbital connections that serve CBC and other major growth areas are supported. Additionally we would stress that ‘through services’ are part of the solution for Cambridge. Many services terminate in central Cambridge and require a change for onward connectivity to CBC which disincentivises bus based access for many staff and visitors.

Bus services for rural areas.

Consistent with our earlier response on delivering an ‘integrated and coherent network’, **the CBC strongly agrees** with proposals for improved bus services for rural areas. We support the exploration of Demand Responsive Transport (DRT) but request that over reliance on such emerging service models is not at the expense of fixed route services where these can be made viable.

Getting to places quickly and on time.

This is an essential part of any transport network. However, the ability to deliver against this test is difficult in congested urban environments. Physical infrastructure has a role to play, and the continued high frequency use of the busway is very much supported. Traffic restraint as a principle is also supported but the means of doing so requires careful consideration and must be equitable. We therefore **strongly agree** with this strategy element but only offer conditional support to traffic restraint measures which require specific further assessment.

Value for money and simple, integrated ticketing.

Cost and ticketing can be a barrier to using the bus. We therefore **strongly agree** proposals to make ticketing more affordable, simpler and more integrated across services and modes of transport.

Information and getting the message out.

Clear concise information on routes and services is important. In a digital age, information can be provided readily as long as the applications and websites are clear, accurate and available. We would be hopeful that in time, the merits of bus network improvements are such that marketing is less important and that a well-planned network is intuitive for customers. **The CBC therefore agrees** with this aspect of the strategy.

Delighting customers.

Safe buses and design features that encourage continued comfortable use of customers is clearly an important part of the future success of bus-based transport. **The CBC therefore agrees** with this aspect of the strategy.

Buses that people want to get on.

As with 'Delighting Customers', a modern fleet of buses that changes perceptions around bus travel will be beneficial to attracting customers and creating the circular funding environment sought. Proposals which decrease the environmental impact of transport, assisting the transport network in its transition to net zero objectives are supported by the CBC.

Early commitment to a minimum bus specification would be welcomed. This should cover safety, accessibility, and emissions but, importantly from a perception perspective, could also provide an illustration of the quality of bus that could be expected. **The CBC therefore agrees** with this aspect of the strategy.

Summary:

In principle, the CBC is supportive of many of the aspects of the Bus Strategy and recognises the positive outcomes that could be delivered within the Greater Cambridge area. In an area that understands the environmental challenges that must be addressed we are pleased that far reaching proposals are being consulted upon. There is clear synergy between the objectives of the CBC and the CPCA and we are confident that ongoing collaboration and knowledge sharing can help bring about optimal outcomes for all parties.

We are therefore keen to continue to contribute positively to the further evolution of more detailed proposals and hope that we can be offered the opportunity to discuss the unique challenges faced by the CBC as part the next round of consultations.

Yours faithfully



Carin Charlton

Director of Capital, Estates and Facilities Management – On Behalf of Cambridge Biomedical Campus



Tuesday 21st January 2023

Transport Department
Cambridge and Peterborough Combined Authority
2nd Floor
Pathfinder House
St Mary's Street
Huntingdon
Cambridgeshire
PE29 3TN

Dear Sirs,

RE: Consultation in respect of Cambridgeshire and Peterborough's Bus Strategy

I am writing to express my strong support for Cambridgeshire and Peterborough Combined Authority's Bus Strategy, as outlined in the document entitled Bus Strategy November 2022. This comprehensive plan is a well-researched and well-planned effort to improve the quality of bus services in the region and address many of the concerns and issues that have been raised by residents, stakeholders, and public transport users in the area.

I am particularly impressed with the focus on sustainability and the environment, with plans to transition to a zero-emission bus fleet by 2030. This is an essential step towards reducing the region's carbon footprint and improving air quality, and it demonstrates a commitment to sustainable transport solutions. The incorporation of technology and innovation in the strategy is also commendable, particularly with the emphasis on integrating bus services with new technologies such as contactless payment systems, real-time passenger information, and smart ticketing.

As an SME bus operator, I would highlight the fact that smaller operators, especially when operating in rural areas, will need financial support to transition to zero-emission fleets, and that such a transition will likely increase overall bus operating costs, necessitating further revenue support from CPCA. This does not mean that it is not good to aim for zero-emission fleets, but due consideration should be given to the funding implications to ensure that bus service provision does not diminish as a result of new requirements that preclude the use of diesel vehicles. I would also urge CPCA to work with Cambridgeshire County Council to improve the quality of vehicles used on home to school transport services, as many of these are very old and thus exceptionally

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polluting.

I am particularly pleased to see that the strategy aims to improve accessibility for disabled and elderly passengers. By providing step-free access and audio-visual information, the strategy ensures that everyone can access and benefit from public transport. Access to public transport information should not differ depending on whether you live in an urban or rural area, so standards for onboard information provision should be consistent across the entirety of Cambridgeshire and Peterborough. I would like to see a stated commitment to enforcing these standards across all operators to avoid a scenario where smaller operators deliver a lower standard of service and this goes unchallenged. If such a scenario was allowed to occur, this undermines the Strategy's aim of consistent, high quality bus services across the entire region.

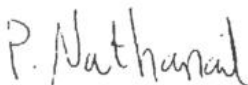
Very commendably, the plan recognizes the importance of partnerships and engagement with stakeholders and the community, as the strategy has been developed through extensive consultation with residents, businesses, and public transport operators. This ensures that the bus service will be tailored to the needs of the community, reflecting their views and preferences, which is essential for any successful public transport system.

Overall, I believe that the Bus Strategy outlined in the document is a fantastic initiative that will significantly improve bus services in the region and support a more sustainable and accessible transport system. I strongly support this strategy and encourage the Cambridge and Peterborough Combined Authority to implement it fully.

Thank you for your efforts in creating this Bus Strategy and for your commitment to improving public transport in the region.

Yours sincerely,

Peter Nathanail



Commercial and Operations Director
 Vectare

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Bus Strategy for the Cambridgeshire and Peterborough Combined Authority

Dear Zaneta,

Bruntwood SciTech is pleased to respond to the current consultation on the Combined Authority's Draft Bus Strategy. We are the UK's leading provider of Innovation Districts and Science Parks, operating across the UK with plans to strengthen our presence further in the Cambridge city region. We are long term investors, developers and operators with an overriding commitment to create thriving cities and city regions by providing infrastructure and support to science and tech businesses. We are a 50/50 joint venture between Legal & General Capital and Bruntwood, who are a regional commercial property company with £1.5bn assets, 3,000 business occupiers within its portfolio and employing more than 1,000 colleagues.

We acquired Melbourn Science Park from TTP in April 2021 and have a major investment plan to improve the facilities and create new employment within the area.

We welcome the decision of the Combined Authority to produce the bus strategy and to encourage a local conversation about the role that buses need to play as part of the transport mix in the city region. We agree with the sentiments expressed in the strategy about the key role that buses will need to play, both locally and nationally, as we transition to a zero carbon future.

We see the climate emergency as the biggest single long term challenge that we face. Bruntwood was the UK's first commercial property company to join the Net Zero Carbon Buildings Commitment, demonstrating its commitment to a more sustainable built environment

with an objective to achieve net zero operational carbon by 2030. The transport sector is the biggest single contributor to UK CO2 emissions and urgent action is required. Ensuring good quality alternatives to the private car will be fundamental to the task of reducing these emissions as well as improving local air quality.

As a business with a growing presence in Cambridgeshire and experience of operating in seven city regions in the UK, we recognise good transport links as being an essential prerequisite for economic and social prosperity. We work in partnership with various other local authorities including Greater Manchester to provide private sector input towards the development of their transport strategies.

For our plans at Melbourn to be successful we must ensure that the facility is well connected so that businesses can attract and retain talent from a broad catchment that includes Cambridge, the surrounding villages, Royston and London. This requires having good cycle and pedestrian links alongside a public transport network which offers an attractive alternative to the car for those who have a choice, and an essential level of connection for those who don't have access to a car.

We fully support the aims and objectives of the draft strategy, in terms of the importance of providing good links within the city of Cambridge, links to the towns and villages that surround it and connections between those places. It is also recognised that with current constraints on public expenditure that a degree of prioritisation is necessary in deciding what services to support and at what frequencies.

Melbourn Science Park

We currently have around 750 employees across the different businesses on the park which include TTP and AstraZeneca. Through our development plans, this could double in the next 5-10 years.

As part of an exercise to establish current attitudes to travel choices among employees at the Melbourn Science Park a questionnaire survey was distributed, attracting responses from 114 employees on the site. The survey asked where employees travelled from, how they currently travelled, what might encourage them to use public transport and whether, if a subsidised bus service was provided to the site, they would make use of it.

On the basis of the survey responses, while most employees are currently wedded to using their cars due to the convenience they provide, just under half would be prepared to use a bus if the service met their needs:

- Just under a quarter travel by non-car modes, with only around 2% travelling by bus
- 46% said they would use a subsidised bus connection, either all the time or occasionally. (20% all the time and 26% occasionally).
- Of those, two thirds would use a connection from Cambridge while the other third would use a link from Royston.

We do not claim that this survey is fully representative but it does provide a useful insight into the challenges of encouraging users in a non-urban environment to switch their travel mode. For this to be considered would require the alternative bus service to be reliable, convenient and affordable. While the new 2 hourly Service 26 between Cambridge and Royston via Melbourn introduced last year is an improvement following the cancellation of Stagecoach's service that left the village without any bus service, **it is not frequent enough for those to use to travel to work.**

While we understand that this strategy is not concerned with individual routes and specific locations, from our perspective as a business seeking to limit car use to our site in Melbourn, we would see the following as being important components of a future bus service:

- Two services an hour and preferably three at peak times between Cambridge and Royston, via Trumpington Park and Ride and Melbourn.
- Improved connections between Melbourn Science Park and Meldreth Station
- Investigate the feasibility of demand responsive services from smaller villages surrounding Melbourn.

We would also add that from our experience of bus operation in other city regions, we do not see the current deregulated system in Cambridgeshire as being fit for purpose. There have been over thirty years to prove it is capable of rising to the challenge of delivering an integrated service and we would argue it has failed to do so. We believe that although it will have challenges a Franchising Scheme would bring buses together with other modes under overall

coordinated control and we see this way forward as the best opportunity to try to arrest the long time decline in bus use.

As a business that is committed to working in partnership with local authorities and local communities, we would be keen to explore how we can work collaboratively to improve the current public transport offer in Melbourn for the benefit of the wider community. We therefore hope that the Draft Bus Strategy and this response to it is the beginning of a conversation with local partners on this important issue, rather than a one off exercise.

Yours sincerely

A handwritten signature in blue ink, appearing to read 'Jamie Clyde', with a long horizontal stroke extending to the right.

Jamie Clyde

Director of the Southern Region and Innovation Services

jamie.clyde@bruntwood.co.uk

East Cambridgeshire District Council's Response to the Cambridgeshire and Peterborough Combined Authority's Draft Bus Strategy Consultation

East Cambridgeshire District Council supports the draft Bus Strategy vision, and the aims and principles presented. They reflect those within the Councils 'New Bus Service Proposals for East Cambridgeshire' prospectus.

The Council particularly supports the aim to provide bus services that offer a viable alternative to the car and the references to rural bus services within the document. The current bus service offer for East Cambridgeshire is very limited and the services that do operate do not meet the three aims referred to in the draft Bus Strategy document; convenient, attractive and easy. They are not convenient or attractive due to lack of frequency, long journey times and do not provide a viable alternative to the private car. Some communities have no bus service at all. New services will be needed to better connect people to education, jobs, and facilities. Poor or no bus provision limits the college and career choices of rural students and residents, for whom it's a matter of where they can get to rather than their skills or interests.

The document refers to 'London-style network' and a 'world class bus network' – what does the Combined Authority mean by this and how will this be delivered in East Cambridgeshire?

Page 12 of the document states "Different types of services will run at frequencies shown in the table below, with all services operating at least once an hour". An hourly service is not frequent enough to encourage modal shift, particularly in rural areas. It is also unlikely that people will make their whole journey by bus from areas with an hourly service, rather than having to drive to a Park & Ride site and change.

Following a public consultation in 2020, the Council produced a 'New Bus Service Proposals for East Cambridgeshire' Prospectus. Our proposed bus service improvements are a combination of newly scheduled services, improvements to existing services and demand responsive transport services (DRT), to be supported by a comprehensive and ongoing marketing campaign. These will deliver improved connectivity to transport interchanges and corridors e.g. railway stations and the Busway, improve links to employment areas, local shops and services and support better connected communities.

The Council welcomes the recognition within the draft Bus Strategy that it is not only bus services that need improvement, but also development of smart and/ or multi operator ticketing schemes and the enhancement of bus infrastructure, stops and stations for example. Provision should also be made to accommodate bicycles on buses.

In order for bus services to be successful, people need to know they exist and accurate, real time information about the vehicle location and arrival time needs to be provided. A targeted marketing and information campaign will be required. This should include formal and informal and traditional and online methods of communication, which are consistent, clearly branded and be ongoing. This will create trust in the

services and encourage people to use them and become committed to supporting them.

In October 2019, East Cambridgeshire District Council declared a climate emergency. Our vision for 2040 is to deliver net zero carbon emissions for the Council's operations and, in partnership with all stakeholders, for East Cambridgeshire as a whole, with clear and demonstrable progress towards that target year on year. At the same time, we will support our communities and East Cambridgeshire's biodiversity and environmental assets to adapt and flourish as our climate changes. Whilst a target to reduce car miles in our region by 2030 has been agreed, the Council awaits further information from the CPCA on the application of the 15% reduction in mileage across the CPCA area at a local level.

The Council supports the four main principles of delivering the Bus Strategy. The CPCA should introduce franchising (or an alternative arrangement which delivers the outcomes of franchising) and this work should be started and completed as quickly as possible, especially if the 2023 public consultation commitment in the document is to be met. The Council is fully committed to supporting this work.

At its Full Council meeting in April 2022 East Cambridgeshire District Council agreed a motion opposing congestion charging in Greater Cambridge.

With regard to the strategies within the draft Bus Strategy Document, bus services for rural areas is the Council's top priority, followed by an integrated coherent network linking people to the places they want to get to. The description of what a comprehensive network will comprise on page 12 should also include connecting villages to market towns and connecting villages to railway stations.

The 'Value for money and simple, integrated ticketing strategy' should be expanded to include integrated ticketing between bus and rail services.

The Council was disappointed that the review of the current network of subsidised bus services which was due to take place in March 2023 has been delayed until the autumn and considers this work to be vitally important to ensure the best use of public funds is being made to deliver the best possible network. The Council urges the Combined Authority to begin this work now to ensure good decision making in the autumn.

The Council appreciates that this a high-level strategy document and that details regarding the bus services that will comprise the comprehensive network referred to in the document and how it will be funded will follow. The Council wishes to work with the Combined Authority as it progresses its review of bus services to deliver a package of bus service improvements to meet the needs of East Cambridgeshire residents.



Cambridgeshire & Peterborough Bus Strategy consultation response

Cambridgeshire Sustainable Travel Alliance was founded in October 2022 by three organisations – Cambridge Living Streets, Camcycle and Cambridge Area Bus Users – which campaign for better walking, cycling and public transport respectively. We aim to unite and inspire people in Cambridgeshire working for a transport network that protects our future and offers genuine choice. Our vision is of a thriving region of opportunity and inclusion where people can get to where they want to be safely, easily and affordably. We believe that places should be designed around people, and streets organised in line with the hierarchy of road users.

Our response to the bus strategy consultation questions are as follows:

5. How much do you agree with the Vision of the Bus Strategy? Vision See page 9 of the [bus strategy document here](#).

Our response: AGREE

Our reasoning:

We cannot recommend a 'Strongly Agree' response as the vision does not encompass everything we would expect to see in a comprehensive bus strategy.

CSTA comments:

This strategy should be more ambitious.

Doubling bus passengers by 2030 sounds unambitious given the recent cuts, the impacts of the pandemic and the reduction of car miles required by that date (15%).

In order for this vision to be achievable the Cambridgeshire and Peterborough Combined Authority will need to bring buses back under public control. This should be explicitly explained in the vision.

"Transitioning to new, low emission vehicles, providing all the benefits of modern bus travel" sounds weak compared to the strategies in other cities. For comparison, the vision for the West Midlands says: *"A world-class integrated, reliable, zero emission transport system providing inclusive travel for all"*. Cambridgeshire's bus strategy should be at least as good as other places.

The strategy also fails to adequately integrate with other local travel strategies.

This vision should include everything listed as well as:

- There must be safe, speedy and accessible pedestrian movement between bus stops and between buses and other transport modes e.g. trains. All stops should

be connected to a footway, suitable for use by passengers using wheelchairs or other mobility aids;

- All stops should display real-time timetable and key fare information and a location-named bus stop flag with the phrase 'Towards [key destination(s)]'.
- Wherever possible a shelter, with seating and lighting should be provided.
- Key edge-of-town and edge-of-village locations should be developed as 'travel hubs' with secure cycle-parking and interchange facilities with demand-responsive transport.
- Reliable bus services that users can trust are required.
- Buses must be fully accessible for all kinds of disabilities and be able to accommodate multiple wheelchairs.

In addition, the aspiration of "Buses are part of a fully integrated and planned transport system" should explicitly mention cycling and walking, including safe routes to bus stops and secure, accessible cycle parking.

6. How much do you agree with the Aims of the Bus Strategy? See page 10 of the [bus strategy document here](#).

Our response: STRONGLY AGREE

Our reasoning:

We strongly agree, however we think these aims are vague and very open to interpretation. There is no clarity about how success will be measured which is vital if service providers are to be held to account.

CSTA comments:

Convenient:

The document refers to a table about frequency which is not present in the document. Without this included we cannot express support for any frequency. 'Frequent' will inevitably mean different things on different services.

There needs to be a rationale for 'range of tickets'. Having a 'range' should not be prioritised over simple ticketing that can be easily understood by all users.

There must be a clear definition of 'evening'. It is essential that buses are available for hospitality and shift workers. Service hours must be specifically stated.

Rural routes should meet or exceed the aspirations of the Campaign to Protect Rural England's 'Every village, every hour' campaign.

There should be a commitment to 'no stranded passengers' including avoiding overlong journeys owing to delays and missed connections.

The strategy states that "*all areas are well served by bus*". Once again, this is a vague aim that is open to interpretation. a clear definition of "well served" must be provided.

Attractive:

The aims the CPCA has stated here are by and large sensible. The CSTA believes the core elements for an attractive bus service are:

- Reliable, times and places
- Staff are customer-focussed
- Buses are of a good and comfortable standard

When these standards are met the CPCA will have the opportunity for authentic marketing of buses as an attractive travel choice.

Easy:

The strategy should view the concept of 'easy' from the perspective of a visitor to Cambridgeshire with no prior experience of our bus service. Would a visitor find it easy to find out how to use our buses, where and when our buses travel and how ticketing works?

The point "*Buses run at regular time intervals and with consistent frequencies.*" is crucial - people must be able to rely on the bus departing and arriving on time (with real time information if things go wrong).

The point "*Ability for people to transfer between bus and other travel modes (walk, cycle, e-scooter, car, coach, train)*" should elaborate on what the transfer experience should be like. For example - transfer safely, easily and affordably. It should also elaborate on the impact that ticketing systems will have on transfers. There should be shared ticketing so that new tickets are not required when transferring across operators and transport modes.

This section should also include the aim of simplicity. Passengers should be certain that they have the best/most suitable ticket and route without complex comparison of options.

7. How much do you agree with the four main principles of delivering the Bus Strategy? See pages 11-12 of the [bus strategy document here](#).

Our response: AGREE

Our reasoning:

We agree with the direction of the principles for delivery however once again they are too vague to ensure accountability. It must be clear that successful delivery will require franchising and road space reallocation.

(Franchising – requiring operators to bid to run bus routes – offers the best way of re-regulating buses, gives the Cambridgeshire and Peterborough Combined Authority power to set fares and timetables, and will also permit profitable routes to cross-subsidise routes which cannot cover costs from farebox revenue.)

CSTA comments:

Achieving a continuous cycle of passenger growth and service improvement

Growth in passenger numbers/journey numbers is essential to maintain the income to sustain the bus service.

The strategy should explicitly state that bus priority measures are about prioritising buses over other motor vehicles so that there is road space for buses to flow. Investing in buses that will be constantly stuck in traffic will be pointless.

Bus prioritisation strategies must be in line with the Road User Hierarchy (which prioritises active travel and public transport over private motor cars) and must be considered with

other transport strategies like the Sustainable Travel Zone. Bus priority must not be at the expense of active travel.

Using the best operational model of provision to achieve the necessary step change in the most effective way

This principle should be rewritten in language that is meaningful to bus users and free of corporate jargon.

This strategy must be clear about how bus driver recruitment and retention will be improved. There should be more information about better conditions, pay, career progression and flexible working hours for bus drivers.

The operational model must also consider partnership and on this issue the CSTA strongly recommends franchising.

Partnership

For bus services to be sustainable and this vision achievable there must be increases in passenger numbers. The strategy must be clear about how it will be delivered: CSTA's view is that franchising will be required.

Integration

This principle must elaborate on improvements being made possible by integration with other transport strategies (e.g. Cambridge City Access). Buses can't run at regular time intervals with consistent frequencies unless priority measures allow them to avoid traffic jams.

8. How would you prioritise our strategies (see page 13 of the [bus strategy document here](#))? Please drag and drop the strategies into your preferred priority order, starting with your top priority first, or number them from 1 to 7 using the dropdown boxes, with number 1 being your top priority.

Our answer:

All of the above strategies are vital in persuading people to switch travel modes and 'trust the bus'. Is it appropriate to rank them when all the aspects are needed to work/balance with each other? All are required for a satisfactory bus experience and growth in bus journeys. However, given the need to rank, this is the order we would suggest:

1. Information and getting the message out
2. Bus services for rural areas
3. Value for money and simple, integrated ticketing
4. An integrated coherent network linking people to the places they want to get to
5. Getting to places quickly and on time
6. Bus services that people want to get on
7. Delighting customers

CSTA comments:

1. Bus information (fares, timetables, places served and stop locations) is currently

very poor. This will be a quick, easy and cheap improvement.

2. People unable to drive, or otherwise without a car, in rural areas are cut off from employment, educational, cultural and social opportunities.
3. There is, currently, a confusing range of tickets, mainly valid only on one operator's services, and queries to the driver about 'best value' delay boarding and lengthen journey times. They also discourage bus travel.
4. Operator maps must show other operators' services. There should be clear journey planning information with multi-operator ticketing and recognised interchange points.
5. Getting to places quickly and on time seems dependent upon the points above.
6. 'Bus services that people want to get on' are dependent upon the factors above..
7. 'Delighting customers' is an outcome if all the strategies above are effective.

9. Do you [have] any further comments on the Bus Strategy?

CSTA comments:

The strategy document and the consultation survey are poor quality with missing information and mismatched text between the strategy and survey. The survey fails to be accessible to many people, with the Bus Strategy Document having poor compatibility, in places, with screen-readers used by people with limited vision. The survey is, thereby, at a risk of not considering all user experiences when further developing the Combined Authority's strategy.

There are no references in the Bus Strategy document to 'disabled/disability', 'hearing loss', 'deaf', 'visual disability', 'sight loss', 'blind', 'reduced mobility' or 'mobility aids' nor other cognitive impairments. This suggests that the needs of a huge swathe of potential bus users have been disregarded. Design for all should make the service easy to understand for everyone.

The strategy is disappointing in its lack of vision and of specific aims and strategy for ensuring that bus services are fully accessible to people living with disabilities. There must be a clear strategy about accessibility.

The strategy must be explicit about pursuing bus franchising as the crucial step to improving bus services. (See the Cambridge Area Bus Users explainer: Bus Franchising, Quality Partnerships, and other ways of Improving bus services.)

The strategy must go beyond the bus stop and include access to the bus stop by connecting with wider strategies for pavements, pedestrian networks, cycling infrastructure and cycle parking.

While well-used buses running on fossil fuels are still better than private cars, there must still be a strategy to move to zero emissions which seems to be missing from this document.

Bus Strategy Consultation Team
Cambridgeshire & Peterborough Combined Authority
By Email

Cllr Chris Seaton
Portfolio Holder for Social Mobility
Fenland District Council

Dear Sir/Madam,

CPCA Bus Strategy Consultation Response

Thank you for the opportunity to comment on the above document as part of this consultation. We would like to submit this joint response on behalf of Fenland District Council (FDC) and the Fenland Transport and Access Group (TAG) to represent the interests of residents in Fenland with regards to transport.

Fenland Transport and Access Group (TAG)

The TAG has been in existence since the 1990s and brings together local agencies and organisations with similar aims and a specific interest in transport issues, particularly for people without a car. To ensure the basic needs of residents are clearly identified and fully understood, community engagement is an essential part of the TAGs work. By member organisations working together and engaging the local community the TAG is in a strong position to provide insight into local transport needs, to raise awareness of existing travel choices to assist with their ongoing sustainability and to undertake research.

The TAG has been involved in a wide range of projects and strategies. This includes the creation of a number of transport leaflets, the development of the Fenland Cycling, Walking and Mobility Aid Improvement Strategy 2022 and the Fenland Transport Strategy. It has delivered key research and consultation such as Access to Healthcare and bus infrastructure audits.

In 2020 the TAG produced a comprehensive Fenland bus services report detailing extensive consultation feedback from local people and research about bus services and local transport needs which was submitted to the CPCA to support the Bus Review process.

Headline Comments Regarding the CPCA Bus Strategy

The main comments that we are making in response to the consultation are as follows:

- The strategy provides limited detail on the actual proposals for bus services in rural areas. Whilst we welcome the strategy principles and suggested flexible approaches, we need further information to fully understand what this will mean for Fenland.
- We note the suggestion around integrated journeys for education, health, and social care. Whilst we are supportive of such approaches in principle, we suggest that the ability to achieve this should not be underestimated. The Fenland TAG and FDC have worked in partnership with the County Council and others previously to try and achieve such an approach. This is not something that can be achieved quickly or easily. It is essential that we see some quick win improvements coming from this strategy to the Fenland bus

network. There are concerns that stated approaches are complex and high risk meaning they may not achieve the overall plan. Item 6.2

- Whilst we appreciate that this is a high-level strategy there needs to be some understanding of where funding will come from to enable its implementation. We would have expected to see information setting out the approach to securing funding and any fall-back position should this be unachievable
- There is some reference within the document to congestion charging. Given the rural nature of Fenland and the access and transport challenges that already exist, the introduction of congestion charges is not something we would support. We are strongly opposed to such an approach in our area.

Attached is a document setting out a more detailed response to a number of the specific questions that were included in your online consultation. We trust these comments are helpful and we look forward to viewing the final strategy following this consultation.

Should you have any questions or wish to discuss this joint FDC and TAG response further please contact Belinda Pedler, Senior Transport Officer by email bpedler@fenland.gov.uk or telephone 01354 622318.

Yours sincerely



Cllr Chris Seaton
Portfolio Holder for Social Mobility.

How much do you agree with the Vision of the Bus Strategy?

We strongly support the Vision of the strategy, particularly the commitment to a 'comprehensive' and 'inclusive' network. A key point for us is 'better connecting people to places across all parts of the region'.

As a rural district, our area has a high reliance on car which we would like to see reduced through better bus connectivity, particularly through more regular services at the right times and to places people need to travel. The bus network in Fenland has had a long period of decline and is now failing. We are grateful for the action taken by the CPCA to retender local bus services recently withdrawn by Stagecoach but more work is urgently needed.

How much do you agree with the Aims of the Bus Strategy?

We support the Aims of the strategy although we would like to see a more ambitious document that seeks to change the current network.

Better bus stop infrastructure is to be welcomed. A lack of this is a long-standing issue across Fenland. Many stops have no markers and residents are unaware that some bus stops even exist which is a fundamental barrier to the use of services. A critical issue that must be addressed to facilitate such infrastructure is the agreement for the ongoing ownership and maintenance of these assets. This tends to be barrier to the introduction of new infrastructure along with the funding to support their implementation, management and maintenance. Clear guidance on bus stop infrastructure should be included within the strategy along with a commitment to audit and improve current provision. FDC and the TAG have helped to deliver bus stop audits in Fenland previously and would be willing to assist with this work again.

Zero emission buses are included in the aims of the strategy. This is assumed to mean Electric Vehicles (EV). We fully support the introduction of these types of vehicles in Fenland. The appropriate infrastructure to support the use of these vehicles is essential along with the funding to fast track such improvements. At the present time the supporting infrastructure needed to operate electric vehicles is not sufficient in Fenland.

We agree that bus services and fares need to be simplified so they are easier to understand. Access to information is already a barrier as we are often told that people don't know what services are available and that information is difficult to find. We strongly support the suggestion that a single website should act as 'one stop shop' for transport information. The CPCA website goes some way to delivering this, however, details of all services operating through Fenland are not currently included. It is essential that such a website is regularly updated.

A key priority for FDC and the TAG is helping to support access to local transport. We would therefore like to offer our support with promoting service information and signposting users. We welcome the opportunity to discuss options for how we could work with you on this and would be happy to arrange a TEAMS meeting at your earliest convenience.

How much do you agree with the four main principles of delivering the Bus Strategy?

1. "Achieving a continuous cycle of passenger growth and service improvements"

We approve of the principle of continuous passenger growth and service improvements. The nature of transport provision will always require regular focus and investment to keep up with changing needs. Delivery of this approach would be a significant step change in Fenland given that our bus network has been declining for decades. It is suggested that

We support the principle of encouraging more bus use and making services more viable. This in turn will provide better access and help reduce car reliance. However, the strategy introduction simply states it aims to 'double bus patronage by 2030'. Without clarity around what this means, the suggested target could create a biased focus on denser populations where more volume of patronage can be achieved, leaving rural areas like Fenland overlooked.

2. *"Using the best operational model of provision to achieve the necessary step change in the most effective way"*

We agree that the operating model of the bus network needs to change as it is failing us in its current form. The strategy sets out some of the key pros and cons of Enhanced Partnerships and Franchising. However, we need to understand greater detail about what each approach might mean for bus services in Fenland. Equally the information does not confirm which approach the CPCA is minded taking forward. We would therefore need more detail around this to comment.

3. *"Partnership"*

In 2013, FDC and TAG were pivotal in the creation of a Community Rail Partnership in Fenland which has been enormously successful. Drawing on this success the TAG has long felt there could be opportunity for a similar partnership to be developed for Bus Services. We therefore support this principle within the strategy and welcome the opportunity to be involved where this is appropriate. We feel it is particularly important that any partnership include local input to understand local needs and constraints, etc.

4. *"Integration"*

We support the principle of developing a bus network that caters for many different needs. Co-ordinating provision and resource makes sense in regards to economy, it could also improve access to transport information for all types of journey. Network integration should also extend to other forms of transport such as walking, cycling and railways. We would like to see specific mention of a strategic or fast long-distance route linking the north-south aligned market towns of Wisbech, March, Chatteris and Ely with Cambridge. It should also be made clear that radial routes will link towns and villages with Cambridge and Peterborough.

How would you prioritise the strategies?

Priority	Strategy	Commentary
1.	An integrated and coherent network linking people to the places they want to go	<i>This must be the starting point of any bus strategy. The current network is not fit for purpose and is failing in Fenland. Significant changes are needed.</i>
2.	Bus Services for rural areas	<i>This is essential to our area but must be incorporated within an integrated and coherent wider network.</i>
3.	Getting to place quickly and on time	<i>Rural services often run along indirect routes to increase passenger numbers and improve viability. However, this can make services much less attractive or convenient. A solution to this issue</i>

		<i>needs to be sought as part of the future network.</i>	Item 6.2
4.	Information and getting the message out	<i>Currently the availability of information is a barrier to accessing existing services. This is something the TAG is particularly keen to work with the CPCA to improve.</i>	
5.	Value for money and simple, integrated ticketing	<i>Bus fares need to be affordable for people on low incomes and also appeal as a good value alternative to car. Good access to fare information that is easy to understand is also important, particularly to attract and retain new users.</i>	
6.	Bus services that people want to get on	<i>Good quality vehicles are important for accessibility, comfort and appeal. This needs to be delivered in tandem with an improved network, better value tickets that are easy to understand and better marketing of services.</i>	
7.	Delighting customers	<i>Passenger satisfaction is very important, however, this should be achieved as a result of delivering the priorities above.</i>	

Do you have any further comments regarding the Strategy?

The strategy sets out what it is seeking to achieve, however, it does not suggest how any of it can be delivered or funded. These are a key consideration to shape any bus strategy and we would expect to see more detail regarding this included in the document. We acknowledge that the strategy will be supported by a revised BSIP, expected later in 2023, and this will set some of the funding and delivery detail. However, without this information it is difficult to provide full comments for this consultation.

There is some reference within the document to congestion charging. It is not clear exactly what is meant by this or whether this is only being considered for city centres. Given the rural location, the introduction of congestion charges would not be appropriate for Fenland and is therefore something we would not support.

The Fenland TAG Bus Service Report 2020 covers extensive comments and consultation responses regarding local services in Fenland, collated over a number of years. We are pleased that the report has been acknowledged in the strategy. However, we would like to see more of the content recognised.

We are pleased to see the Excel Bus service is included as one of the Case Studies. This is an excellent example of what could be achieved even in rural areas such as Fenland. Our final comments relate to the final pages of the strategy. The document ends abruptly on page 15 which makes the content feel incomplete and raises concern that part of the document is missing. We suggest a closing statement or conclusion should be added to the final version.



**CITY OF ELY COUNCIL
SESSIONS HOUSE
LYNN ROAD
ELY
CAMBS CB7 4EG
Telephone 01353 661016**

Item 6.2

Email: tracey.coulson@cityofelycouncil.org.uk

Open to the public Monday to Friday from 9.30 am to 2.30 pm

30th January 2023

Mr T Bellamy
Interim Head of Transport
Cambridgeshire & Peterborough Combined Authority
2nd Floor,
Pathfinder House
St Mary's Street
HUNTINGDON
Cambs PE29 3TN

Dear Mr Bellamy

CONSULTATION – COMBINED AUTHORITY DRAFT BUS STRATEGY

Thank you for the opportunity to comment on the Combined Authority's Draft Bus Strategy.

In November of last year, this authority was pleased to give its full support to proposals for improved bus services in our city and the surrounding area put forward by the Ely Bus Working Group. These proposals were received by the Combined Authority in the week commencing 7th November, and there has been some limited email correspondence relating to them with your officers subsequent to that date. As a growing and thriving community, the City Council is keen to see the kind of public transport service that facilitates access to employment, education, commercial and leisure opportunities in our city and beyond. For that reason, we have elected to expand on our responses, beyond the simple questionnaire, and we trust that these will be helpful in finalising your strategy.

The following paragraphs follow the basic structure of your questionnaire.

The CA Bus Strategy – Vision

In broad terms, the City Council is supportive of the vision outlined in the consultation document but has a number of reservations about the lack of a timescale set out for achieving it and the availability of the significant capital and revenue resources required to realise the Combined Authority's ambition. Whilst a bold vision is required, that also needs to be something that is achievable within a reasonable timescale if it is to be credible. This is all the more important given the low base in terms of public perception and confidence from which the Strategy has to build. The absence of a timeline for achieving some of the key elements such as bus franchising is significant and should be addressed in the final version.

The CA Bus Strategy – Aims

Again, the City Council is broadly in agreement with the aims of the Strategy. In terms of convenience, we feel that there are numerous instances of the existing network being based on historic factors, rather than service specifications that take account of the changing needs of the population. We believe that whilst frequency ‘all day every day’ is maybe a long-term goal, in the short to medium term the emphasis should be on demonstrating that the bus network meets specific local needs at the time that people want to travel. Running empty buses when there is clearly little demand would be very damaging to the community’s belief in the vision.

Providing an attractive service is hugely important and we believe that effective marketing to attract new customers is a joint responsibility of the transport authority and the operators. Local authorities such as the City Council can also help with initiatives focusing on individual services where these have a specific benefit to the communities they represent.

Above all, the product on offer to users and potential users needs to be simple and understandable and available to as many people as possible.

What is however missing from these aims, which has direct relevance to other elements of the Strategy, is a lack of commitment to co-ordinate the bus network with the railway network, especially on corridors such as Ely-Cambridge where the train service offers a frequent fast mode of travel that should have good connections to the buses at either end combined with through ticketing to make the journey easier. Providing an express bus service along the same corridor without serving intermediate villages is a glaring waste of money and resources!

Delivering the Strategy

We agree that a continuous cycle of passenger growth and service improvement is desirable, but this needs to be expanded and targets set for these factors across the timescale of the strategy. Achievement of these staged targets would allow the Combined Authority to make positive statements about progress towards the ultimate goal, which would help to bolster public confidence that the long term vision is deliverable.

Whilst the City Council understands that in the longer term the franchising model may bring benefits, there appears to be little evidence from any location outside London that it is deliverable, at least in the short term. We therefore feel that some form of Enhanced Partnership should be the goal in the short to medium term, with all local authorities and bus operators making affordable commitments that will produce greater customer benefits and increased passenger numbers. We believe that presenting the network as a single entity should be an immediate target of such a partnership, with a common brand applied to the network, at least at a local level, as part of the marketing commitment. We have recently recommended this as part of a proposal for developing a sustainable bus network for Ely, which was submitted to the Combined Authority in November 2022, and believe that a similar approach could be applied successfully to other local networks in other parts of the county.

We are also of the view that local partnerships, in which the community becomes involved in a campaign to support the local bus service, have a role to play in certain circumstances. Local businesses could be encouraged to offer support services such as marketing and IT to the smaller networks to reduce the operator’s overheads and involving local volunteers in the development of the brand and simple exercises such

as door to door timetable distribution can bring the benefits of the service to a wider audience, thereby encouraging more passengers.

We fully support the premise that integration with other forms of transport would achieve economies of scale. This requires local knowledge to identify opportunities and we would be pleased to work with the Combined Authority to assess those in our area.

Elements of the Strategy

Our priorities, in order of importance are as follows –

1. An integrated coherent network. This should be a fundamental outcome of assessing where the demand for travel is and how it is met. We note however that within the network definition in the document there is no specific reference to services within market towns. The supposition that these can be provided by buses on an inter-urban network is a fallacy, as this is proven to import delays and unreliability to the service, with loss of public confidence as a result. Market towns such as Ely have sufficient concentrations of population to sustain their own services, and in the case of our city the projected growth in housing development will emphasise that still further. Integration with the rail service to Cambridge is also a local priority, to reduce the amount of car-borne travel in the peak periods.
2. Information. We believe that the lack of a cohesive and concerted marketing strategy for the county's bus network has been at the heart of its decline over the last 20-30 years. The product needs to be developed through detailed market research to identify customer needs, with targeted promotion to show how these needs are being met. This is a fundamental necessity for the development of any business. The Combined Authority has a responsibility to progress this, in order to maximise the value that it can secure from reducing subsidy payments over the period of its bus contracts.
3. Value for money and integrated ticketing. Demonstrating value for money and making the product easy to buy is a basic necessity. Integrated ticketing should also be targeted for bus-rail-bus journeys. The strategy also needs to reflect the trend towards increased on-line purchase of tickets, which whilst being more convenient for the customer also reduces the overheads for the operator arising from cash handling. Less transactions on the bus will also assist improved reliability.
4. Getting to places quickly and on time. This is clearly a priority for locations such as Cambridge and Peterborough and may therefore impact on inter-urban route reliability. As indicated elsewhere in this response, relying on inter-urban services to provide local transport in market towns is not favoured, as it imports delays and uncertainties to local journeys.
5. Rural areas. Whilst it is important to deliver benefits to isolated communities in rural areas, the proposed use of demand responsive services is not ideal, as they are a very expensive form of provision and rarely meet the needs of the user in terms of convenience and reliability, especially where connections to the conventional transport network are required. At a local level, many communities currently have the benefit of market day services into Ely. These should be investigated with a view to matching them to customer needs and options for more efficient scheduling, rather than the assumption that demand responsive services are the only solution.

6. Delighting customers. We are surprised to note that there is no reference to the ongoing problems of driver recruitment and retention in the strategy. The aim should be to simplify the job, remove some of the tensions arising from delays and to improve the relationship between the driver and his customers. Local networks with dedicated pools of drivers help this. Retaining drivers will mean that the costs of recruitment and training are reduced, and job satisfaction will be improved.

7. Buses that people want to get on and Delighting Customers are both part of the overall package, but of a lower priority than getting the network right, marketing it properly and providing value for money.

Any further comments?

We understand from the document and supporting information that the current network will effectively be 'frozen' until March 2024, during which time the Bus Strategy will progress towards formal adoption and provide a structure for further development.

Whilst the City Council is pleased to note that the uncertainty around the future of local services after March of this year has been removed by further investment by the Combined Authority, what we are left with is a group of local services that have missed the opportunity of providing much needed links. An obvious example of this is the City service 9A operated by Stephenson's. It now provides a half-hourly service on a limited circular route linking residential areas with the City centre, but misses out key destinations such as Sainsbury's, Tesco and the Railway Station, which in the past have been important sources of custom for a city service.

Two months ago, the City Council resolved to support a local initiative to start a dialogue with the Combined Authority that would promote and ultimately implement a sustainable local network for Ely, incorporating the City service, both Zipper routes and the 125 service to Little Downham. This proposal exhibits many of the elements that have now found their way into your draft Bus Strategy. We also believe that this network could deliver cost savings to your authority. We would therefore urge you to consider early discussions to develop these ideas within the scope of the existing contractual arrangements, to enable a better service to be delivered to our communities earlier than March 2024.

We would be grateful if you would acknowledge receipt of this response and confirm your intentions in respect of the Ely Bus Working Group proposals mentioned above.

Yours sincerely



Cllr Richard Morgan
The Right Worshipful the Mayor of the City of Ely and Chairman of the City of Ely Council

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Together
Safe
Kind
Excellent

Date: 20 February 2023

Representations made by Cambridge University Hospitals NHS Foundation Trust (CUH) to the Cambridgeshire and Peterborough Combined Authority (CPCA) Bus Strategy

Dear Sir

As Cambridge University Hospitals NHS Foundation Trust (CUH), we welcome the opportunity to comment upon the proposed new bus strategy, put forward by the CPCA, and write with the following response.

About Cambridge University Hospitals:

CUH is situated at the heart of the Cambridge Biomedical Campus and has over 1,000 beds, 12,000 members of staff and is one of the largest and best known acute hospital Trusts in the country. The 'local' hospital for our community, delivering care through Addenbrooke's hospital and the Rosie maternity hospital, CUH is also a leading regional and national centre for specialist treatment; a government designated comprehensive biomedical research centre; a partner in one of six academic health science centres in the UK – Cambridge University Health Partners (CUHP); and a university teaching hospital with a worldwide reputation.

CUH, together with its health system partners have secured funding from Government to develop the Cambridge Children's Hospital, a dedicated hospital which seeks to treat the whole child integrating physical health, mental health and research. In addition, our plans for the Cambridge Cancer Research Hospital are well advanced and in cohort two of the Government's new hospitals programme. Our further hospital development programme is clearly defined for the next decade through our Addenbrooke's 3 masterplan business case.

The Cambridge Biomedical Campus (CBC) is a significant part of the UK's and Europe's leading life sciences cluster, and is a vibrant, international healthcare community and a global leader in medical science, research, education and patient care. It is the largest employment site in Cambridge.

Whilst CUH occupies a significant portion of the campus, other CBC partners include The Royal Papworth Hospital, Cambridgeshire and Peterborough NHS Trust, the University of Cambridge, Medical Research Council, Abcam, and AstraZeneca.

Whilst economic success has been widely celebrated, it is now contributing to a shortage of affordable housing in the area and significant transport congestion as people are having to travel longer distances to access jobs and services. These negative consequences are being acutely felt by

CUH staff and visitors. Working in partnership, CUH is determined to lessen these impacts and is therefore pleased to provide our response to the CPCA's Bus Strategy consultation.

Our Understanding of the Bus Strategy:

We understand that the purpose of the Bus Strategy is not to examine detailed, granular issues around specific routes and services but more to outline the key, strategic aims, objectives, and aspirations of the Combined Authority. This will then enable further funding and shape the network to meet the needs of the people in the region.

The Bus Strategy has been developed to help facilitate many of the objectives of the emerging Local Transport and Connectivity Plan (LTCP) which CUH and CBC have both made representations on. The LTCP is the Combined Authority's long-term strategy to improve transport in Cambridge and Peterborough.

In addition to the LTCP, the Bus Strategy has also been prepared to reflect the ambition of the 'Bus Back Better: The National Bus Strategy' which outlined the Government's high-level objectives for bus services outside of London. Crucially, the key aims are to increase the volume of journeys that use a bus as a main form of transportation, returning to the level seen pre-COVID as a first priority, later exceeding it through providing more reliable and wider reaching services.

The CPCA Bus Strategy presents a vision which is: *The vision is for a comprehensive network of bus services across Cambridgeshire and Peterborough that people find convenient, easy to use, reliable and good value for money that is inclusive and offers a viable alternative to the car.*

The Strategy acknowledges that to deliver the Vision will 'rely on the delivery of a programme of evidence-based interventions across the Cambridgeshire and Peterborough geography. Bold decisions will be needed, backed by a steady, consistent, and determined approach to delivering a better bus network for all. Significant capital and revenue funding sources will need to be identified from various sources to realise our ambition.'

The Aims of the Strategy are based around three core attributes – these being: **Convenient, Attractive, Easy.**

The Delivery of the Strategy is then based around 4 main principles, with these being:

1. Achieving a continuous cycle of passenger growth and service improvement.
2. Using the best operational model of provision to achieve the necessary step change in the most effective way.
3. Partnership.
4. Integration.

The Strategy itself is based around the following strategy elements:

- An integrated, coherent network linking people to the places they want to get to.
- Bus services for rural areas.
- Getting to places quickly and on time.
- Value for money and simple, integrated ticketing.
- Information and getting the message out.
- Delighting customers.
- Buses that people want to get on.

CUH Response:

CUH, and more widely the NHS, face challenges regarding staff retention with a contributing factor being the unaffordability of either buying or renting housing. This is particularly true in the city of Cambridge where house prices, as a ratio to average earnings, are some of the most challenging in the UK.

Large numbers of staff face being priced out of living in or close to the city and therefore have increased dependency on modes of transport that allow longer distance travel. The environmental, health and wellbeing, and social consequences of private car travel are well understood by CUH. This

therefore means that CUH has a vested interest in access to improved bus services across the region that provide staff with a cost effective and reliable method of transport for commuting purposes. The current bus model, for our purposes, is 'broken'. Through our regular internal transport and travel engagement processes, the following (summarised) issues have been identified by our staff:

- **Traffic Congestion** results in delays to buses. This is heightened during winter months when less people are walking and cycling. Extensive roadworks, queuing for car parks, and recent changes to the highway have added to the levels of congestion.
- A general lack of **reliability and frequency** of regular services. Currently, buses do not offer a method of travel that can be relied upon for regular commuting particularly in rural areas.
- **Crowding** is also an issue that affects the reliability of bus services. Being unable to board at all are a deterrence to using buses.
- Boarding times resulting from **ticketing issues** causing delays and effecting reliability.
- **Customer information** is limited. The existing 'real time information' electronic displays are notoriously inaccurate and unreliable.

Given this context, **CUH strongly agrees with the CPCA's Bus Strategy 'Vision'**.

We also **agree with the Aims** of the Strategy which are categorised as Convenient, Attractive and Easy. We would like to see some further emphasis on interchange, affordability, and reliability although all aspects are touched upon in the supporting text.

Delivering the Bus Strategy focuses on four principles: a continuous cycle of passenger growth and service improvement, using the best operational model of provision, partnership, and integration. **CUH strongly agrees** with these 'delivery' aspects of the Strategy although there is substantial further detail that will need to be established in due course.

The continuous cycle of passenger growth and investment is essential for the long-term sustainability of buses in the region. Whilst badged as part of the Delivery Plan, this is also an output and a metric of success for all other elements of the Strategy.

The most effective operational model may result in the franchising of the network. Whilst this may be the most appropriate model, CUH is less concerned with operational model itself but does support that it could deliver '*greater network stability and local authority control over the design and delivery of an improved network of services with a sense of a single, integrated system and identity.*' If franchising is determined as being the best way of achieving these outcomes, then we support its continued exploration.

CUH supports partnership working. We have always sought to be collaborative and supportive in a sometimes-challenging transport environment and we will continue work in this manner. We would request that we, or CBC as an umbrella organisation, is part of the Bus Operator Forum referenced in this part of the Strategy. We already work closely with the Greater Cambridge Partnership (GCP) and their timely investments are critical for the ongoing management of CUH and CBC travel demands.

We understand that the objectives of the Bus Strategy and any future proposed changes to bus network and services are complementary to the GCP's proposals and we urge that partnership working with the GCP is undertaken.

Integration of public bus services with specialist types of transport is extremely important for both our staff and visitors. Community transport services and the existing hospital hopper bus service would benefit from an integrated and co-ordinated approach to service planning.

In terms of the specific Strategies, we make the following comments:

'An integrated, coherent network linking people to the places they want to get to':

The foundation of the Strategy is the transformation of the bus network to offer more buses to more places and will offer levels of service that have never existed before in the region:

- Services radiating out in all directions from Cambridge and Peterborough to market towns and villages. Some of these will offer more direct routes with fewer stops, making journeys faster.

- City services within Cambridge and Peterborough, including orbital routes offering direct links to peripheral employment and education sites.
- Services connecting market towns.
- Other local services in rural areas, including flexible services that run on demand with app booking, and community-based transport using minibuses and volunteer cars.

Different types of services will run, with all services operating at least once an hour. The most frequent will run every 6 minutes. All services will run from early morning through to the evening and on 7 days per week. The intention is to create a network that offers a real alternative to the car.

In areas of diverse and limited demand, demand responsive services (DRT) will offer the flexibility to make journeys.

The bus network will be integrated with local walk and cycle networks, and cycle parking provided at key bus stops and interchanges.

CUH strongly agrees with this element of the Strategy.

CUH staff work shifts that can finish at night or the early hours of the morning. As access for private vehicles becomes more limited and less financially viable, there has to be an effective, cost-efficient alternative for those staff working shifts. The provision of services into the evening for 7-days a week will benefit our staff and increase the attractiveness of using the bus and working at the hospital. We therefore welcome these proposed additional services hours.

We support the proposals to increase network coverage in villages and rural areas. Currently staff located in these areas have little genuine choice in how they travel to work and thus increasing bus services in these areas will benefit many of our staff.

We would also stress that with the delivery of Cambridge South Station, bus services that provide interchange with the rail corridor, will be hugely valuable for our staff and wider CBC. There are a number of villages or market towns that will have a direct link by train to the hospital campus – bus-based connections to these stations must form part of the ‘integrated and coherent network’.

We are pleased that ‘orbital connectivity’ is referenced. Much of Cambridge’s growth is on its fringes and the ability to travel through the city is increasingly challenging. Therefore, orbital connections that serve CBC and other major growth areas are supported. Additionally we would stress that ‘through services’ are part of the solution for Cambridge. Many services terminate in central Cambridge and require a change for onward connectivity to CBC which disincentivises bus based access for many staff and visitors.

Bus services for rural areas.

Consistent with our earlier response on delivering an ‘integrated and coherent network’, **CUH strongly agrees** with proposals for improved bus services for rural areas. We support the exploration of Demand Responsive Transport (DRT) but request that over reliance on such emerging service models is not at the expense of fixed route services where these can be made viable.

Getting to places quickly and on time.

This is an essential part of any transport network. However, the ability to deliver against this test is difficult in congested urban environments. Physical infrastructure has a role to play, and the continued high frequency use of the busway is very much supported. Traffic restraint as a principle is also supported but the means of doing so requires careful consideration and must be equitable. We therefore **strongly agree** with this strategy element but only offer conditional support to traffic restraint measures which require specific further assessment.

Value for money and simple, integrated ticketing.

Cost and ticketing can be a barrier to using the bus. We therefore **strongly agree** proposals to make ticketing more affordable, simpler and more integrated across services and modes of transport.

Information and getting the message out.

Clear concise information on routes and services is important. In a digital age, information can be provided readily as long as the applications and websites are clear, accurate and available. We would be hopeful that in time, the merits of bus network improvements are such that marketing is less important and that a well-planned network is intuitive for customers. **CUH therefore agrees** with this aspect of the strategy.

Delighting customers.

Safe buses and design features that encourage continued comfortable use of customers is clearly an important part of the future success of bus-based transport. **CUH therefore agrees** with this aspect of the strategy.

Buses that people want to get on.

As with 'Delighting Customers', a modern fleet of buses that changes perceptions around bus travel will be beneficial to attracting customers and creating the circular funding environment sought. Proposals which decrease the environmental impact of transport, assisting the transport network in its transition to net zero objectives are supported by CUH.

Early commitment to a minimum bus specification would be welcomed. This should cover safety, accessibility, and emissions but, importantly from a perception perspective, could also provide an illustration of the quality of bus that could be expected. **CUH therefore agrees** with this aspect of the strategy.

Summary:

In principle, CUH is supportive of many of the aspects of the Bus Strategy and recognises the positive outcomes that could be delivered within the Greater Cambridge area. In an area that understands the environmental challenges that must be addressed we are pleased that far reaching proposals are being consulted upon. There is clear synergy between the objectives of CUH, CBC and the CPCA and we are confident that ongoing collaboration and knowledge sharing can help bring about optimal outcomes for all parties.

We are therefore keen to continue to contribute positively to the further evolution of more detailed proposals and hope that we can be offered the opportunity to discuss the unique challenges faced by CUH and CBC as part the next round of consultations.

Yours faithfully



Carin Charlton

Director of Capital, Estates and Facilities Management – On Behalf of Cambridge University Hospitals NHS Foundation Trust

**CPCA CONSULTATION – BUS STRATEGY – CAMBRIDGE AHEAD RESPONSE
FEBRUARY 2023**

<https://cambridgeshirepeterborough-ca.gov.uk/bus-strategy/>

Cambridge Ahead's membership includes 51 of the largest employers in Cambridge and the surrounding region, representing a collective workforce of over 40,000 people. Cambridge Ahead (CA) advocates that **quality of life, across all communities, should be the guiding principle for the sustainable and inclusive growth** of the city region.

A key principle of Cambridge Ahead's work is that accessible, reliable, and sustainable transport options are central to quality of life in the city region. Our region is home to an internationally competitive economy, and as such should have world-class transport systems to enable a sustainable and inclusive economy. Reliable buses can form part of this vision, and we offer comments on the future bus network below. Nevertheless, we also reiterate our position that authorities must plan beyond a bus-centric system for the region; tackling the transport challenges we are facing can only be achieved through a truly multimodal strategy with clear roles for active travel and emergent modes like micromobility. Within the context of this wider position, we have developed this short response to the CPCA's bus strategy consultation as part of our continuous engagement with our local authorities on transport issues.

Bus strategy vision

Cambridge Ahead agrees with the overall goal of the bus strategy, insofar as the quality of life of people living and working in the region would be improved by having a comprehensive bus network that is convenient, easy to use, reliable, and which provides a viable alternative to the private car, but questions whether buses are the whole solution. The final strategy would be improved if this vision was accompanied by greater detail with regards to delivery and further integration with other strategies and relevant policies, and how the conflicting goals of coverage vs journey times will be resolved.

The bus strategy recognises that achieving its vision requires a fully integrated and planned transport system. In this regard, the strategy could do more to demonstrate explicitly the linkages with other policies and strategies which are relevant to its vision and aims. For example, the bus strategy identifies shortages of drivers as a significant challenge in delivering bus services but does not reference planning to address this in an integrated way with other policies or strategies, such as through use of the devolved Adult Education Budget. The only reference to the CPCA Employment and Skills Strategy notes the importance of access to colleges and universities but does not address skills as a potential barrier to delivering the bus strategy. Similarly, it is not clear where the bus strategy

intersects with the work of Connecting Cambridgeshire on autonomous vehicles or smarter travel, and Connecting Cambridgeshire is not referenced in the strategy itself. The relationship between the bus strategy and the Bus Service Improvement Plan could also be detailed more clearly. We recognise that the complex structure within which the bus strategy exists creates challenges of alignment, but greater integration with relevant CPCA strategies and wider policies would enable the bus strategy to reflect its vision of a fully integrated and planned system more tangibly.

This relates not only to including more detailed information about policies and strategies but also to partners in the region, some of whom will be responsible for delivering elements of this strategy. Partnership is rightly recognised as a key element of delivering this strategy but is only covered very briefly in the strategy itself - the strategy should make clearer which partners are involved in delivering which elements of the strategy. The bus operators' forum is identified as one important way of engaging partners and stakeholders, but other routes to partnership working (including rail and micromobility) should be identified.

Bus franchising

The bus network is faced with significant change and challenges to existing economic models for public transport which rely on a level of farebox revenue that is no longer feasible. The system's demand base is shifting in volume, time, and space; new technologies and transport modes are emerging; and sustained and significant population growth in the Cambridgeshire and Peterborough area is occurring. Bus franchising is mentioned in the bus strategy as a possible route to greater stability and control over design and delivery. This would represent a significant reform which could underpin many of the other proposals of the strategy. It is noted in the strategy that a public consultation would be conducted in 2023 if franchising is deemed an appropriate way forward. We would invite greater clarity within the bus strategy around the assessment of franchising being conducted and further detail of possible timescales.

Incorporating the bus strategy into a wider strategic transport plan

Accommodating the projected growth of the region in years to come will not be possible through investment in buses alone. As well as the need to demonstrate where the bus strategy intersects with and complements other existing strategies and policies in the region, it should also be acknowledged that this strategy – and buses generally – are only one part of the necessary vision for transport. Cambridge Ahead has long advocated for a unifying strategic vision which would bring together the principles and the detail of each area, within which this bus strategy should sit. This would make the coordinated, integrated and planned transport system envisioned in part by the bus strategy more realistic, with the bus strategy itself being too specific and limited in scope to play this role,

and lacking solutions to public transport in areas (and times of day) when bus provision is uneconomic.

Crucially, this strategy would be strengthened by clearer consideration of the seismic changes in travel habits and patterns in recent years. Behavioural shifts associated with the pandemic have created new challenges and new opportunities, and understanding these will be central to promoting the adoption of new ways of moving through and around the region. Cambridge Ahead intends to provide vital evidence in this regard through the New Era for the Cambridge Economy (NECE) research. The first NECE report, published in 2022, exposed how the pandemic changed behaviour, rewiring habits and disrupting routines. We hope to play a central role in continuing to bring these insights into the policymaking conversation, to help civic, academic, business and community leaders to see movement and access in a new light, and to build consensus to drive the sustainable, reliable and accessible transport agenda forward. We intend to continue to share this work with transport authorities in the region and nationally, with the ultimate aim of supporting a fully integrated strategic transport plan for the region.

Melbourn Science Park
Cambridge Rd,
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SG8 6EE

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Zaneta Adamczyk
The Cambridgeshire & Peterborough Combined Authority
2nd floor, Pathfinder House
St Mary's Street
Huntingdon
Cambs
PE29 3TN

Bus Strategy for the Cambridgeshire and Peterborough Combined Authority

Dear Zaneta,

Bruntwood SciTech is pleased to respond to the current consultation on the Combined Authority's Draft Bus Strategy. We are the UK's leading provider of Innovation Districts and Science Parks, operating across the UK with plans to strengthen our presence further in the Cambridge city region. We are long term investors, developers and operators with an overriding commitment to create thriving cities and city regions by providing infrastructure and support to science and tech businesses. We are a 50/50 joint venture between Legal & General Capital and Bruntwood, who are a regional commercial property company with £1.5bn assets, 3,000 business occupiers within its portfolio and employing more than 1,000 colleagues.

We acquired Melbourn Science Park from TTP in April 2021 and have a major investment plan to improve the facilities and create new employment within the area.

We welcome the decision of the Combined Authority to produce the bus strategy and to encourage a local conversation about the role that buses need to play as part of the transport mix in the city region. We agree with the sentiments expressed in the strategy about the key role that buses will need to play, both locally and nationally, as we transition to a zero carbon future.

We see the climate emergency as the biggest single long term challenge that we face. Bruntwood was the UK's first commercial property company to join the Net Zero Carbon Buildings Commitment, demonstrating its commitment to a more sustainable built environment

with an objective to achieve net zero operational carbon by 2030. The transport sector is the biggest single contributor to UK CO2 emissions and urgent action is required. Ensuring good quality alternatives to the private car will be fundamental to the task of reducing these emissions as well as improving local air quality.

As a business with a growing presence in Cambridgeshire and experience of operating in seven city regions in the UK, we recognise good transport links as being an essential prerequisite for economic and social prosperity. We work in partnership with various other local authorities including Greater Manchester to provide private sector input towards the development of their transport strategies.

For our plans at Melbourn to be successful we must ensure that the facility is well connected so that businesses can attract and retain talent from a broad catchment that includes Cambridge, the surrounding villages, Royston and London. This requires having good cycle and pedestrian links alongside a public transport network which offers an attractive alternative to the car for those who have a choice, and an essential level of connection for those who don't have access to a car.

We fully support the aims and objectives of the draft strategy, in terms of the importance of providing good links within the city of Cambridge, links to the towns and villages that surround it and connections between those places. It is also recognised that with current constraints on public expenditure that a degree of prioritisation is necessary in deciding what services to support and at what frequencies.

Melbourn Science Park

We currently have around 750 employees across the different businesses on the park which include TTP and AstraZeneca. Through our development plans, this could double in the next 5-10 years.

As part of an exercise to establish current attitudes to travel choices among employees at the Melbourn Science Park a questionnaire survey was distributed, attracting responses from 114 employees on the site. The survey asked where employees travelled from, how they currently travelled, what might encourage them to use public transport and whether, if a subsidised bus service was provided to the site, they would make use of it.

On the basis of the survey responses, while most employees are currently wedded to using their cars due to the convenience they provide, just under half would be prepared to use a bus if the service met their needs:

- Just under a quarter travel by non-car modes, with only around 2% travelling by bus
- 46% said they would use a subsidised bus connection, either all the time or occasionally. (20% all the time and 26% occasionally).
- Of those, two thirds would use a connection from Cambridge while the other third would use a link from Royston.

We do not claim that this survey is fully representative but it does provide a useful insight into the challenges of encouraging users in a non-urban environment to switch their travel mode. For this to be considered would require the alternative bus service to be reliable, convenient and affordable. While the new 2 hourly Service 26 between Cambridge and Royston via Melbourn introduced last year is an improvement following the cancellation of Stagecoach's service that left the village without any bus service, **it is not frequent enough for those to use to travel to work.**

While we understand that this strategy is not concerned with individual routes and specific locations, from our perspective as a business seeking to limit car use to our site in Melbourn, we would see the following as being important components of a future bus service:

- Two services an hour and preferably three at peak times between Cambridge and Royston, via Trumpington Park and Ride and Melbourn.
- Improved connections between Melbourn Science Park and Meldreth Station
- Investigate the feasibility of demand responsive services from smaller villages surrounding Melbourn.

We would also add that from our experience of bus operation in other city regions, we do not see the current deregulated system in Cambridgeshire as being fit for purpose. There have been over thirty years to prove it is capable of rising to the challenge of delivering an integrated service and we would argue it has failed to do so. We believe that although it will have challenges a Franchising Scheme would bring buses together with other modes under overall

coordinated control and we see this way forward as the best opportunity to try to arrest the long time decline in bus use.

As a business that is committed to working in partnership with local authorities and local communities, we would be keen to explore how we can work collaboratively to improve the current public transport offer in Melbourn for the benefit of the wider community. We therefore hope that the Draft Bus Strategy and this response to it is the beginning of a conversation with local partners on this important issue, rather than a one off exercise.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Jamie Clyde', with a long horizontal stroke extending to the right.

Jamie Clyde

Director of the Southern Region and Innovation Services

jamie.clyde@bruntwood.co.uk



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Agenda Item No: 6.3

Alternative Fuel Strategy

To: The Cambridgeshire and Peterborough Combined Authority Board

Meeting Date: 22nd March 2023

Public report: Yes

Lead Member: Mayor Dr Nik Johnson

From: Tim Bellamy, Interim Head of Transport

Key decision: Yes

Forward Plan ref:

Recommendations: The Cambridgeshire and Peterborough Combined Authority Board is recommended to:

- a) Take note and comment on the draft Electric Vehicle Implementation Strategy.
- b) Approve the East Anglian Alternative Fuel Strategy.
- c) Approve the drawdown to approved from subject to approval the £88,560 from the Local Vehicle Infrastructure (LEVI) Capability Grant.
- d) Delegate authority to the Interim Head of Transport in consultation with the Chief Finance Officer and Monitoring Officer to enter into Grant Funding Agreements with Cambridgeshire County Council and Peterborough City Council LEVI Capability Fund.

Voting arrangements: Recommendation (a) is for noting only, no vote required. Item 6.3

For Recommendations (b) - (d) 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 or Peterborough City Council, or their Substitute Members.

1 Purpose

- 1.1 This paper provides an update on East Anglian Alternative Fuel Strategy (EAAFS) following consultation and the Digital Policy document with the aim of adopting each document as final. Going forward, these documents will ultimately be part of the Local Transport and Connectivity Plan (LTCP) documentation suite and therefore show a clear golden thread with the Plan.

2 Background

East Anglian Alternative Fuel Strategy

- 2.1 The draft East Anglian (AFS) went to Transport and Infrastructure committee in July 2022. Following this the AFS went out for consultation for 6 weeks until the 21st December 2022.
- 2.2 The full AFS Consultation report is documented in Appendix 1.
- 2.3 In Summary, overall, 121 responses were received and throughout the consultation the below diagram summaries the main themes of feedback that was received for all questions.



- 2.4 In total 76% of respondents either Strongly Agree or Agree with the objectives of the Alternative Fuel Strategy and 70% of respondents either Strongly Agree or Agree with the Action Plan for Decarbonising East Anglia Transport. Also, 48% of respondents either Strongly Agree or

Agree and 31% are neutral with believing the road map covers the actions needed to achieve the strategy's objectives.

2.5 No changes have been made to the East Anglian Alternative Fuel Strategy. This is due to a number of emerging plans and strategies that are the way forward respond to all the main feedback from the consultation. These include the following:

- Hydrogen - The AFS covers hydrogen fuel although this is mainly centered around HGVs. There is a lack of rollout of hydrogen vehicles in East Anglia and a number of key challenges to delivering hydrogen for transport.
- The Local Transport and Connectivity Plan - The Local Transport and Connectivity Plan (LTCP) is the Combined Authority's long-term strategy to improve transport in Cambridgeshire & Peterborough.
- Bus Strategy - The Bus Strategy aims to set out an ambitious vision and strategy to improve our bus network in a way that will benefit the residents and business of our region, and to deliver the goals and objectives of the Combined Authority's Local Transport and Connectivity Plan.
- Electric Vehicle Infrastructure Strategy - Following on from the AFS will be the Electric Vehicle Infrastructure Strategy.
- Digital Policy - The Digital Policy aims to ensure the availability of high quality, affordable digital connectivity services and support the exploitation of digital technologies.

Cambridgeshire and Peterborough Electric Vehicle Infrastructure Strategy

2.6 In parallel to this work is the Cambridgeshire and Peterborough Electric Vehicle Infrastructure Strategy. draft document in located in Appendix 3.

2.7 Road traffic is the largest contributor to our carbon footprint across Cambridgeshire and Peterborough. In summary, to avoiding a significant proportion of these emissions is to encourage modal shift away from low occupancy vehicles in favour of active travel, public transport, and travel avoidance, we know that some low occupancy methods of powered travel are likely to remain in high demand for the foreseeable future, and that we must do something now to avoid the associated emissions

2.8 A long-term approach and continued commitment from the Combined Authority and constituent local councils is required to support the development of the local Electric Vehicle market and to ensure that access to charging infrastructure is not a barrier to entry. The transition away from combustion engines is happening quickly and at an increasing rate. The scope of this strategy is therefore to address the transition of roadgoing transport within Cambridgeshire and Peterborough away from fossil fuels in the short term and through the next decade.

2.9 Our Strategy focuses on 5 key areas for delivery:

- Charging Infrastructure – to ensure our approach is appropriately targeted to different settings;
- Charge point Accessibility – to ensure all our communities have equitable access to public chargers;
- Communication, Advocacy and Outreach – to share our knowledge and empower our communities;
- Public and Shared transport; and
- Planning, regulation, and guidance – for new developments.

2.10 This document helps addresses some of the issues raised in the East Anglian Alternative Fuel

- 2.11 On the 21st February 2023, government launched the £8 million Local Electric Vehicle Infrastructure (LEVI) Capability Fund for Local Authorities across England. In addition to expanding the pilot scheme, which will equip Local Authorities with the skills and ambition to scale up their plans when it comes to their charging strategy. The funding will help Local Authorities to work in tandem with private business and chargepoint operators to drive the sustainable growth of local networks, building and utilising their collective knowledge and expertise to deliver the most ambitious chargepoint plans for their area. The Combined Authority have been successful in securing funding from government, equating to £88,560. This should be issued before the end of the financial year. Discussions are ongoing with Peterborough City Council and Cambridgeshire County Council on the appropriate application of this funding across the region.

3 Significant Implications

- 3.1 N/A.

4 Financial Implications

- 4.1 Approval to drawdown to approved from subject to approval the £88,560 from Local Vehicle Infrastructure (LEVI) Capability Grant

5 Legal Implications

- 5.1 N/A.

6 Public Health Implications

- 6.1 The report recommendations have a positive implication for public health. Electric Vehicles are a core part of reducing emissions and aiding in improving air quality which has a significant health impact.

7 Environmental and Climate Change Implications

- 7.1 The report recommendations have a positive implication for the environment and climate change. This work aims to mitigate and adapt to climate change.

8 Other Significant Implications

- 8.1 N/A

9 Appendices

- 9.1 Appendix 1 – Alternative Fuel Strategy Consultation Report
9.2 Appendix 2 – [East Anglian Alternative Fuel Strategy](#)
9.3 Appendix 3 – Draft Electric Vehicle Infrastructure Strategy

10 Background Papers

[Combined Authority Board report 25 January 2023](#)

[Combined Authority Board report 27th July 2022](#)



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

East Anglian Alternative Fuel Strategy (AFS) Consultation Report

21/02/2023



Version History

Revision Number	Revision Date	Nature of Revision	Checked by	Reviewed by	Approved by
1	14/02/2023	Draft	EW	ML	

Introduction

The East Anglian Alternative Fuel Strategy (AFS) went out for a 6 week consultation between the 9th November and the 21st December 2022. Overall, 121 responses were received.

In summary throughout the consultation the below diagram summaries the main themes of feedback that was received for all questions.



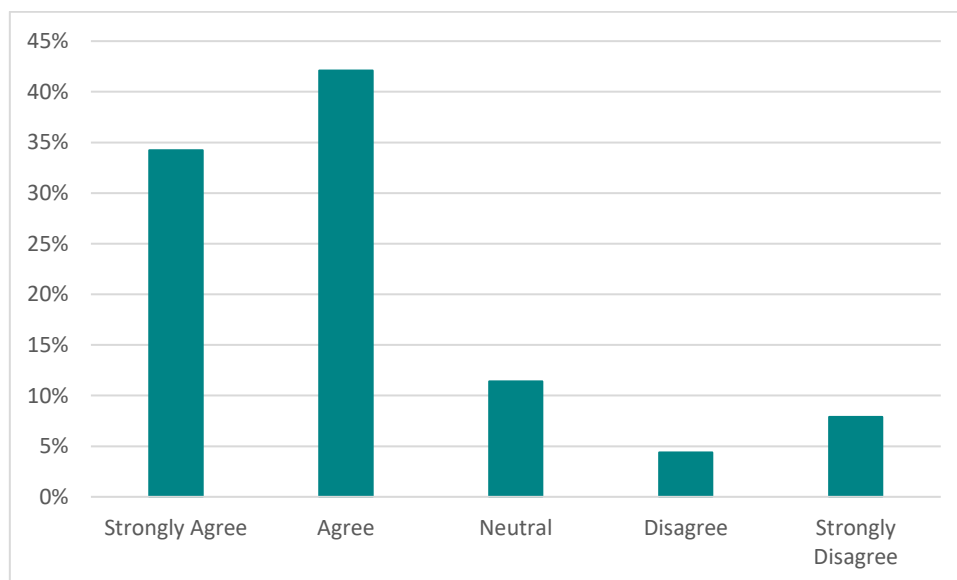
Consultation Results

Question - Do you agree with the Objectives of the Alternative Fuels Strategy (AFS)? (See page 3 of the AFS document)

In summary 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 Alternative Fuels Vehicles (AFV) in the region*
- 4. Improve air quality*
- 5. Provide a combined collaborative vision*
- 6. Support the creation of commercial opportunities*

In summary, 76% of respondents either Strongly Agree or Agree with the objectives of the Alternative Fuel Strategy as shown in the figure below.



The majority of comments on the objectives covered the following topics:

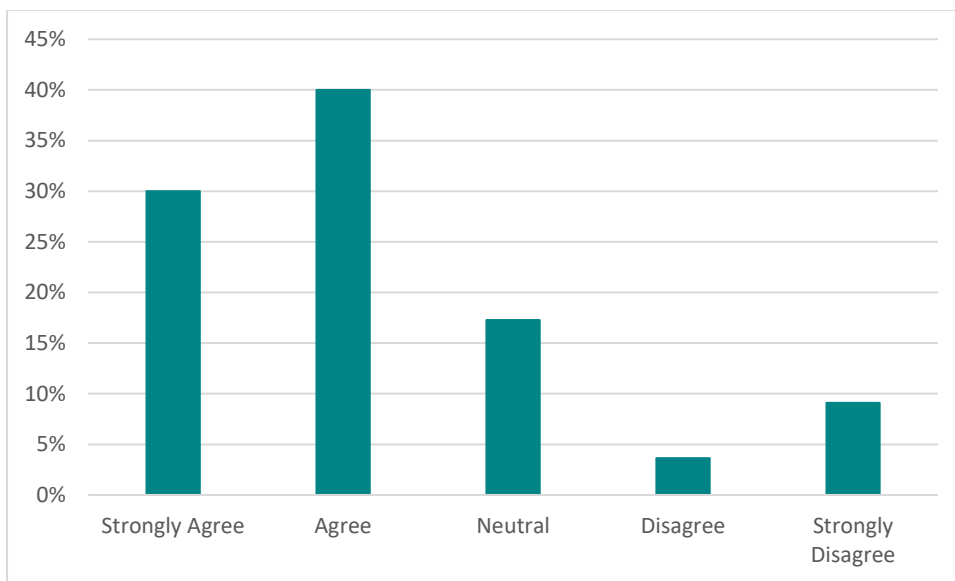
- Infrastructure (particularly charging) and what is needed and available;
- Affordability of electric vehicles and charging for all;
- The need to make public transport more accessible, affordable and reliable; and,
- Support on the strategy and the way forward towards improving the environment.

Question - Do you agree with the Action Plan for Decarbonising East Anglia Transport? (see page 7-12 of the AFS summary document).

In summary the actions are split into three broad categories including:

- 1. Actions to expand electric vehicle charging infrastructure;*
- 2. Actions to encourage AFV uptake; and,*
- 3. Actions to deliver a modal shift and encourage behavioural change.*

In summary, 70% of respondents either Strongly Agree or Agree with the Action Plan for Decarbonising East Anglia Transport as shown below.



The majority of comments on the Action Plan included:

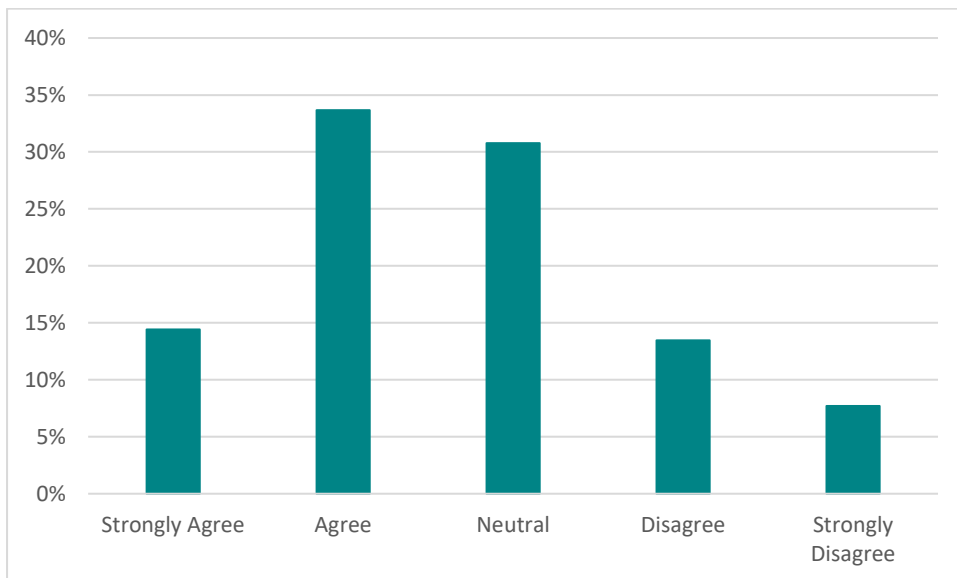
- Infrastructure (particularly charging) and what is needed and available going forward;
- Affordability of electric vehicles and charging to meet the Action Plan; and,
- Private Car and the points in the Action Plan to dis-incentivise its usage

Question - Do you believe the road map covers the actions needed to achieve the strategy's objectives? (see page 12-13 of the AFS summary document)

In summary the road map is broken down into three main categories including:

- 1. AFV uptake (EV charging);*
- 2. AFV uptake (Wider Action); and,*
- 3. Modal shift.*

In summary, 48% of respondents either Strongly Agree or Agree and 31% are neutral with believing the road map covers the actions needed to achieve the strategy's objectives as shown below.



The majority of comments on the road map included:

- Infrastructure (particularly charging) and what is needed and available going forward;
- Affordability of electric vehicles and charging including taxing/charging of electric vehicles;
- Role of public transport, active travel and micro-mobility; and,
- Option of Hydrogen and exploration of other options.

Question - Do you believe anything else that should be considered as part of the Alternative Fuel Strategy (AFS)?

Common themes to whether anything else should be considered as part for the AFS include:

- Option of Hydrogen and exploration of other options;
- Increase need for better, affordable and accessible public transport and active travel routes;
- Do not rush into the change – have all the information available and collated first;
- E scooters / E bikes / E cargo scooters;
- More consideration towards rural areas;
- Rail and freight movements;
- Need for the infrastructure to support the strategy and plan.

Question – Any further comments to make on the Alternative Fuel Strategy (AFS)?

A number of further comments were made on the AFS (though these have been touched on throughout the consultation answers) including:

- Affordability;
- Infrastructure;
- Rural area issues;
- Public Transport and Active travel links issues;
- Need more consideration of Hydrogen; and,
- Support for strategy towards moving forward thinking.

Way Forward

In response to the general themes that can be addressed by the organisation at present from the AFS consultation the below plans and strategies are emerging in response as a way forward to progress:

Hydrogen

The AFS covers hydrogen fuel although this is mainly centred around HGVs. There is a lack of rollout of hydrogen vehicles in East Anglia meaning that no stations have been developed in the area to date. There are a number of key challenges to delivering hydrogen for transport including a lack of fleet commitment in order to justify refueling infrastructure, cost of vehicles and lack of a dedicated funding stream. In the future it is an ambition of the Cambridgeshire and Peterborough Combined Authority to undertake a Freight Strategy and this will look at hydrogen in more detail.

The Local Transport and Connectivity Plan

The Local Transport and Connectivity Plan (LTCP) is the Combined Authority's long-term strategy to improve transport in Cambridgeshire & Peterborough. The consultation on this plan ran from May to August and the document is currently being updated following this feedback. The Vision of the LTCP is

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

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

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

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

Bus Strategy

The Bus Strategy aims to set out an ambitious vision and strategy to improve our bus network in a way that will benefit the residents and business of our region, and to deliver the goals and objectives of the Combined Authority’s Local Transport and Connectivity Plan. The aim is to pave the way for a bus network that is convenient, attractive and easy to use, by being convenient, attractive and easy to use.

Electric Vehicle Infrastructure Strategy

Following on from the AFS will be the Electric Vehicle Infrastructure Strategy. The scope of this strategy is to address the transition of roadgoing transport within Cambridgeshire and Peterborough away from fossil fuels in the short term and throughout the next decade. The strategy focuses on 5 key areas for delivery:

1. Charging Infrastructure – to ensure our approach is appropriately targeted to different settings
2. Chargepoint Accessibility – to ensure all our communities have equitable access to public chargers
3. Communication, Advocacy and Outreach – to share our knowledge and empower our communities
4. Public and Shared transport -
5. Planning, regulation and guidance – For new developments

Digital Policy

The Digital Policy aims to ensure the availability of high quality, affordable digital connectivity services and support the exploitation of digital technologies. This is due to digital connectivity playing an increasingly important role in providing access to jobs, and to services and experiences such as entertainment, social interaction, shopping, banking, education, and healthcare.



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

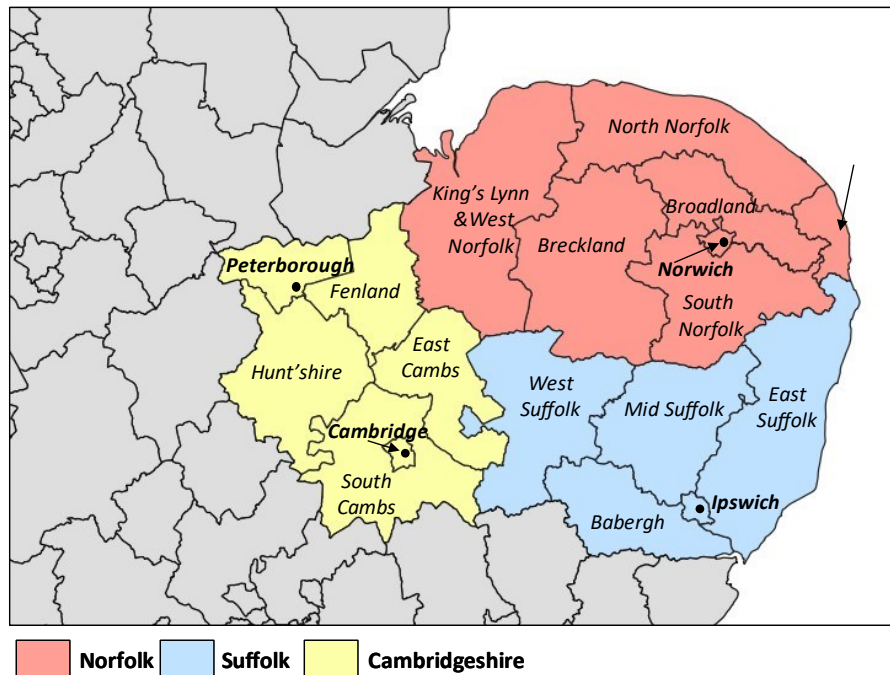


Figure 1: Map of the in-scope study region

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.

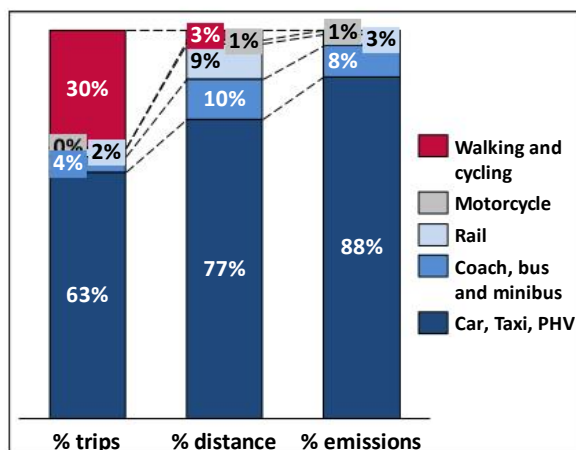


Figure 2: Breakdown of passenger trips, distance and emissions by mode

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.

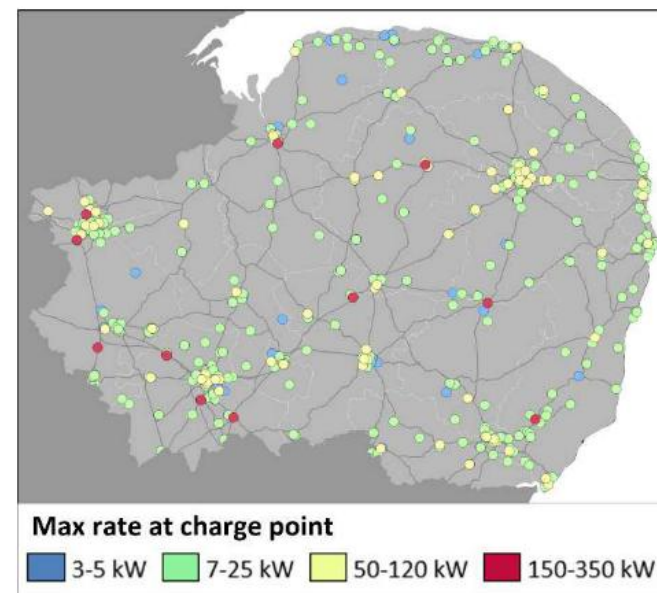


Figure 3: Map of the East Anglian public charging network

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.

2 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.

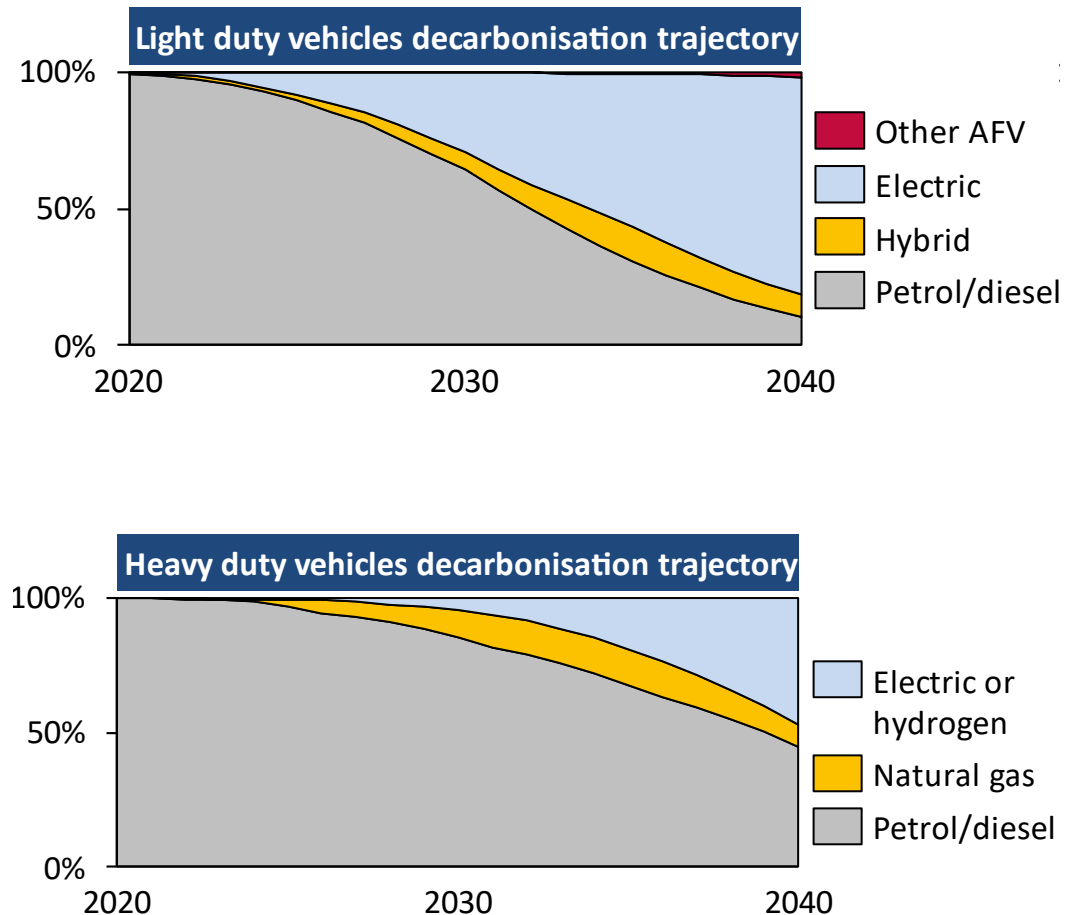


Figure 4: Forecasts for the decarbonisation trajectories of the light and heavy-duty vehicle stock in East Anglia out to 2040

3 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

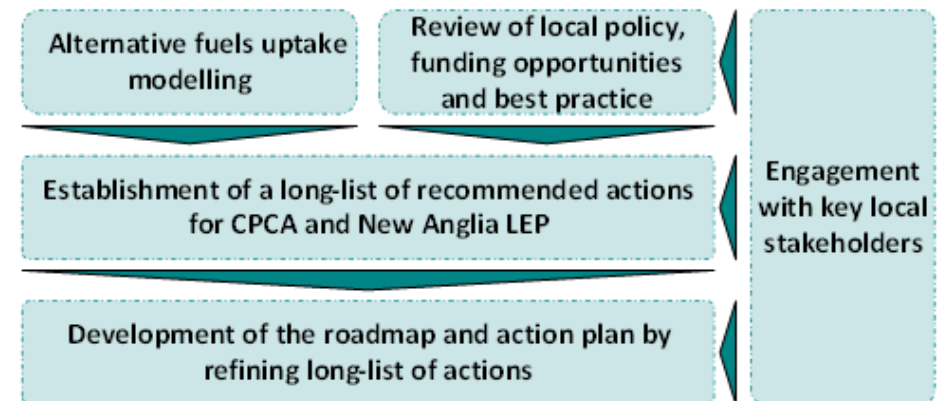


Figure 5: Forecast public EVCPs required in East Anglia in key years

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

3 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

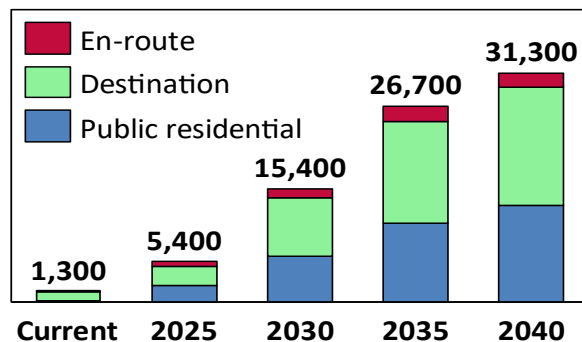


Figure 6: Forecast public EVCPs required in East Anglia in key years

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.

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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.

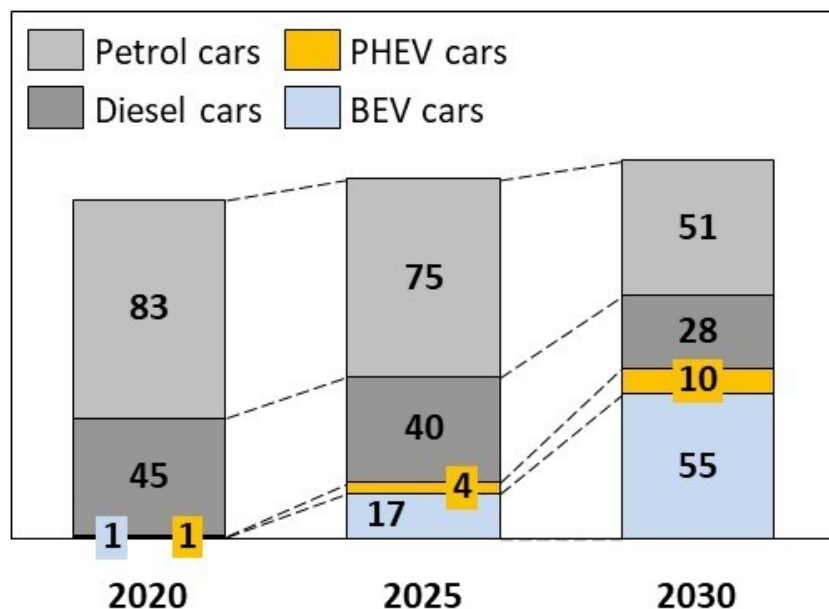


Figure 7: Potential breakdown by fuel type of car stock across East Anglia (tens of thousands)



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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**.

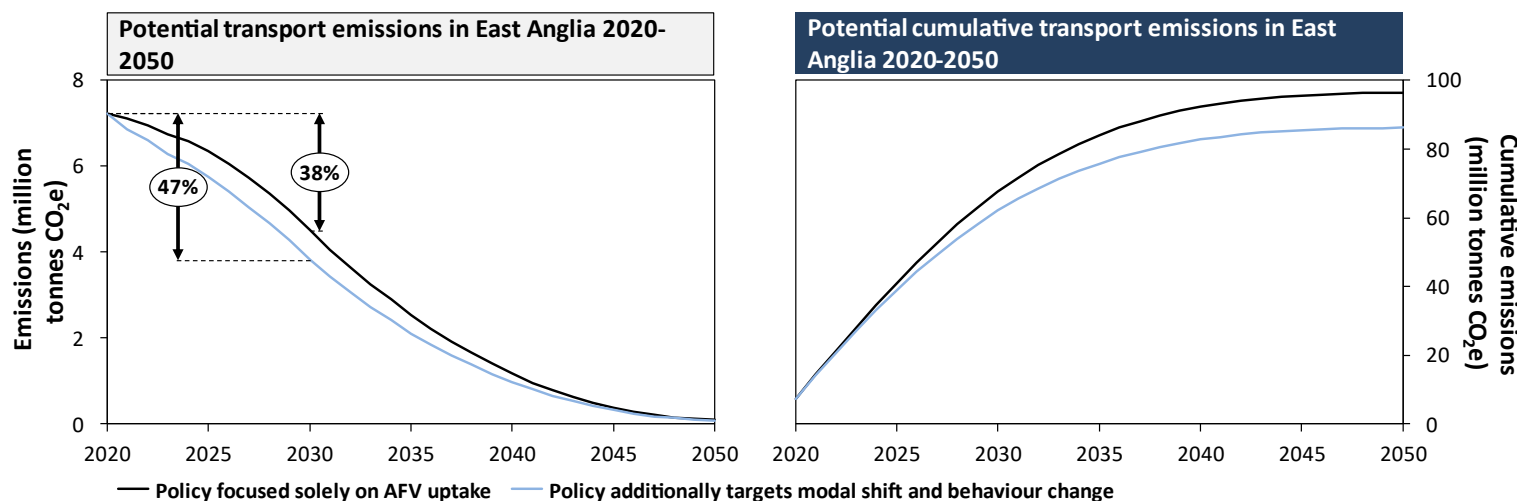


Figure 8: Year-on-year and cumulative emissions profiles for the East Anglia transport system in two different scenarios, highlighting the importance of policy that focuses on modal shift and behaviour change ahead of 2030⁵

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).

3 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.

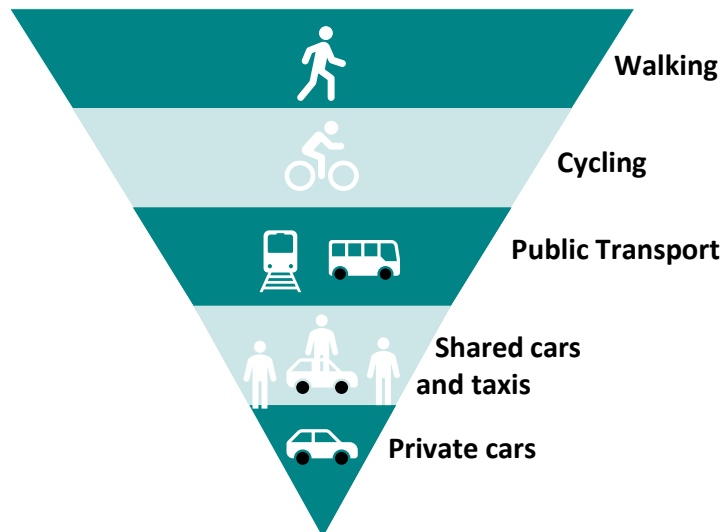


Figure 9: Travel hierarchy for passenger transport

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.

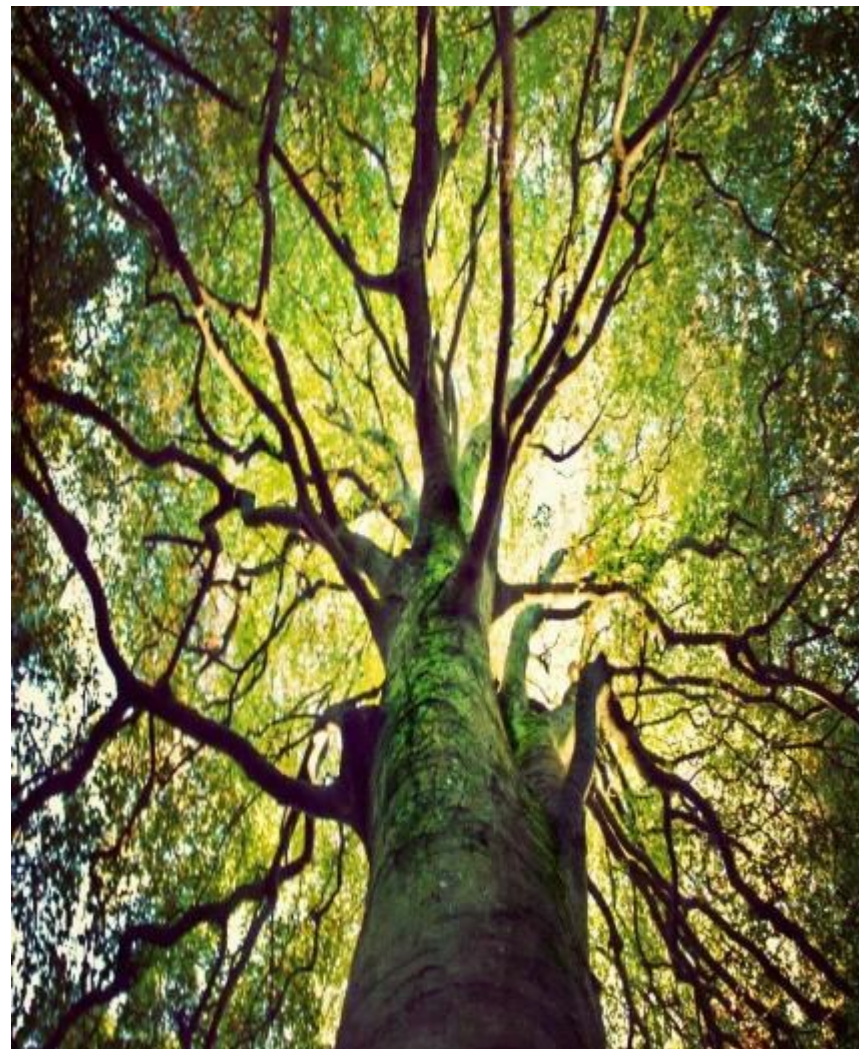
3 ACTION PLAN FOR DECARBONISING EAST ANGLIAN TRANSPORT

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.



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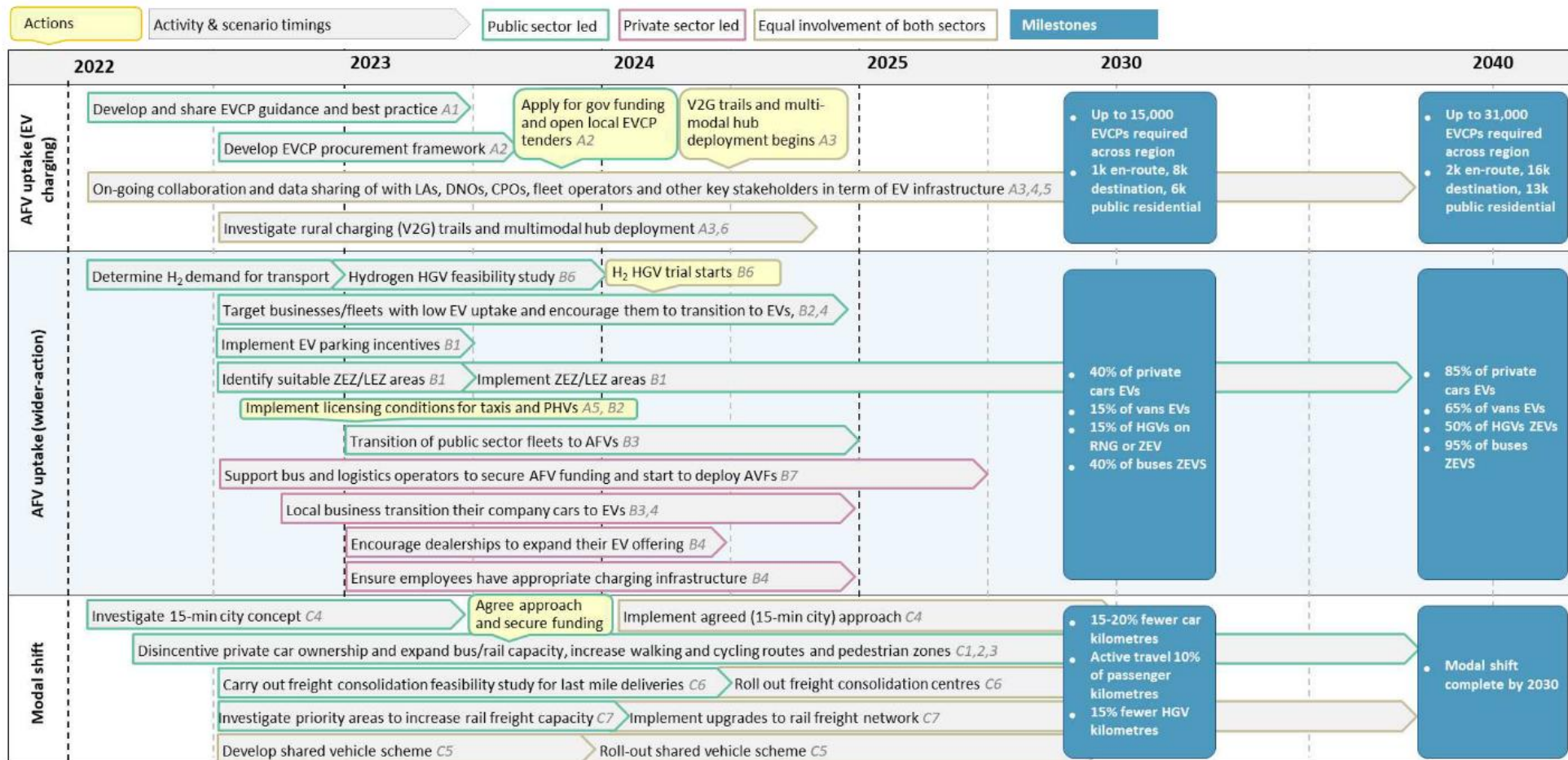


Figure 10: Roadmap summarising key actions set-out in the action plan as well as milestone targets

3 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

Cambridgeshire & Peterborough Electric Vehicle Infrastructure Strategy

01/03/2023

Version History

Revision Number	Revision Date	Nature of Revision	Checked by	Reviewed by	Approved by
1	01/03/2023	Draft	EB/JB	EW	

Introduction & Scope

In July 2018, the Government published its Road to Net Zero strategy, an ambitious roadmap towards delivering zero emissions transport across the UK.

The Road to Net Zero Strategy is built around a core mission: to put the UK at the forefront of the design and manufacturing of zero emission vehicles and for all new cars and vans to be effectively zero emission by 2040. The plan set out the policy to end the sale of new conventional petrol and diesel cars and vans by 2040. By then, the strategy expects the majority of new cars and vans sold to be 100% zero emission and all new cars and vans to have significant zero emission capability. By 2050 the strategy wants almost every car and van to be zero emission.

Across Cambridgeshire and Peterborough, road traffic is the largest contributor to our carbon footprint. As show in in [Figure 1](#), 75% of carbon emissions come from our road traffic (A Roads and Minor Roads).

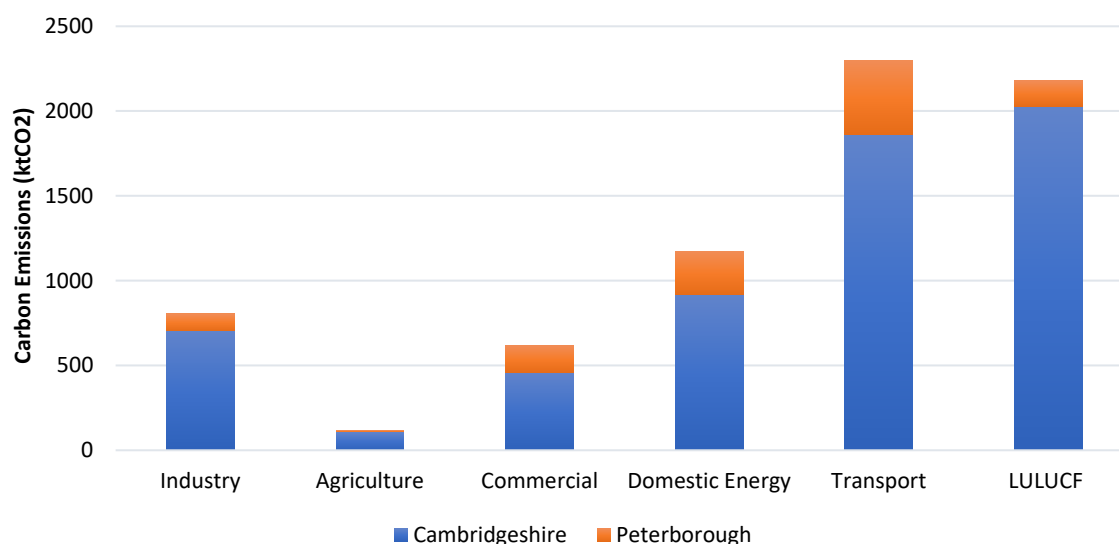


Figure 1 Carbon Emissions (2019) in Cambridgeshire and Peterborough. ONS.

Whilst it is known that the best route to avoiding a significant proportion of these emissions is to encourage modal shift away from low occupancy vehicles in favour of active travel, public transport and travel avoidance, some low occupancy methods of powered travel are likely to remain in high demand for the foreseeable future, and that something must be done now to avoid the associated emissions.

A long-term approach and continued commitment from the Combined Authority and constituent local councils is required to support the development of the local EV market and to ensure that access to charging infrastructure is not a barrier to entry. The transition away from combustion engines is happening quickly and at an increasing rate. The scope of this strategy is therefore to address the transition of roadgoing transport within Cambridgeshire and Peterborough away from fossil fuels in the short term and through the next decade.

The strategy focuses on 5 key areas for delivery:



1. Charging Infrastructure – to ensure our approach is appropriately targeted to different settings
2. Chargepoint Accessibility – to ensure all our communities have equitable access to public chargers
3. Communication, Advocacy and Outreach – to share our knowledge and empower our communities
4. Public and Shared Transport -
5. Planning, Regulation and Guidance – for new developments

VISION / OBJECTIVES

To Be Confirmed

Background & Policy Context

National Policy

Government set out the UK 2050 Net Zero Strategy¹ in October 2021, and has subsequently published its Electric Vehicle Infrastructure (EVI) Strategy². It identified five key challenges in providing the necessary EVI to support the ban on internal combustion engine (ICE) vehicles which will come into force by 2030:

- The pace of roll-out is too slow
- Too often, public charging lets people down
- The business case for commercial deployment can be challenging
- Connecting new chargepoints to the electricity system can be slow and expensive
- More local engagement, leadership and planning is needed

The Governments' vision for 2030 is that:

- Everyone can find and access reliable public chargepoints wherever they live
- Effortless on and off-street charging for private and commercial drivers
- A reliable network of high powered chargepoints along major roads
- Fairly priced and inclusively designed public charging, trusted by consumers
- Market-led roll-out for the majority of chargepoints, backed by competition
- Infrastructure seamlessly integrated into a smart energy system
- Continued innovation to meet drivers' needs

To deliver this vision, Local Transport and Highways Authorities must work together with our partners to leverage the market and ensure equitable, high quality public charger provision is available to communities across the CPCA area.

Local & Regional Policy

The Local Transport and Connectivity Plan (LTCP) sets out the strategic ambition for transport improvements across the CPCA area. A key focus is to "address the adverse pollution and alleviate the harmful consequences of the transport network" on human health and climate. Decarbonisation of transport, in line with Government's Transport

¹ [Net Zero Strategy: Build Back Greener - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/consultations/net-zero-strategy)

² [UK electric vehicle infrastructure strategy - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/consultations/electric-vehicle-infrastructure-strategy)

Decarbonisation Plan is core, and use of alternatives for fossil fuels is explored in the CPCA's Alternative Fuel Strategy.

For electrification and chargepoint role out, it identifies key considerations for the area, including:

- A unified vision and approach to chargepoint deployment;
- Prioritisation of areas with low off-street parking access; and
- Ensuring deployment is supported in more challenging/uncommercial areas to deliver an equitable distribution across the region

The CPCA's Climate Action Plan provides a means to deliver this ambition, bringing together the local authorities to ensure a fair and equitable network of public chargers are provided, particularly for those residents unable to charge at their homes. This EV Strategy underpins this ambition, setting out how we can act to deploy public chargers and meet the considerations highlighted by the AFS.

Across the CPCA area, the Local Authorities also have their own climate and carbon objectives, which include their ambitions to facilitated EV charging.

Cambridgeshire

Cambridgeshire County Council's Climate Change and Environment Strategy sets a vision for the County to be net zero by 2045 while supporting residents to make the changes they can to reduce their emissions. Supporting modal shift and removing barriers to take up of low carbon transport is a key priority.

Similarly, the District Councils are working in their areas to support the transport transition. Cambridge City Council and South Cambridgeshire District Council each have their own EV Strategies, while Fenland, Huntingdonshire and East Cambridgeshire District Councils have, or are enquiring into charge points / planning chargepoints provision across their car parks.

Peterborough

In July 2019, Peterborough City Council declared a climate emergency. Peterborough City Council have committed to make the council's activities net-zero carbon by 2030, and to also support Peterborough become a net-zero carbon city. Transport and Travel forms a key part of this ambition, including encouraging the use of active travel modes, public transport and electric vehicles. Increasing the number of people travelling sustainably in Peterborough will significantly reduce the city's carbon emissions, along with bringing several other vital benefits including improving physical and mental health, improving air quality, reducing travel costs and stimulating the economy and providing jobs to the local area.

The Current Situation across Cambridgeshire & Peterborough

EV take up

Across the region 19,299 plug in vehicles were registered under private keepership as of Q3 2022. Electric vehicle uptake across the region mirrors the national picture, with an almost exponential growth (Figure 2).

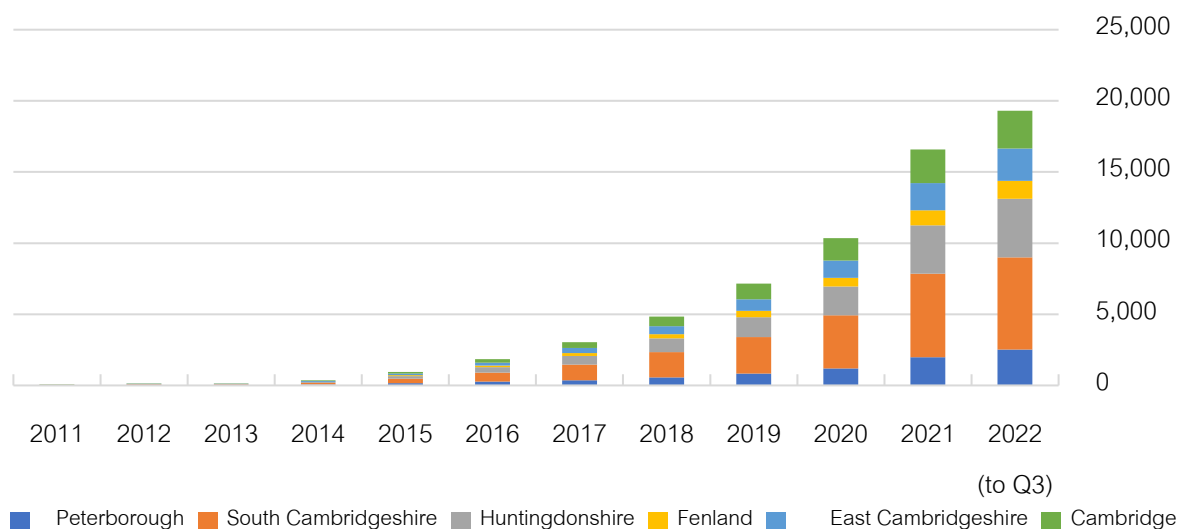


Figure 2 Registered plug-in cars under private keepership in Cambridgeshire and Peterborough. DfT Statistics: VEH0132

EV Chargepoints – publicly available

For Cambridgeshire, chargepoint provision requirements are estimated at over 3500 public fast chargers plus over 50 Rapids on the strategic road network. The majority of these will be required ahead of need to stimulate the transition to electric.

The LTCP demonstrates that the public charging network across East Anglia is at a relatively early stage of development. 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 latest DfT data from October 2022 puts the total number of public chargepoints in Cambridgeshire and Peterborough at 247 slow/fast and 68 rapids (Figure 3). These figures have been slowly increasing however improvement is slow. The majority of these chargepoints are in private sector settings: supermarkets, service stations etc.

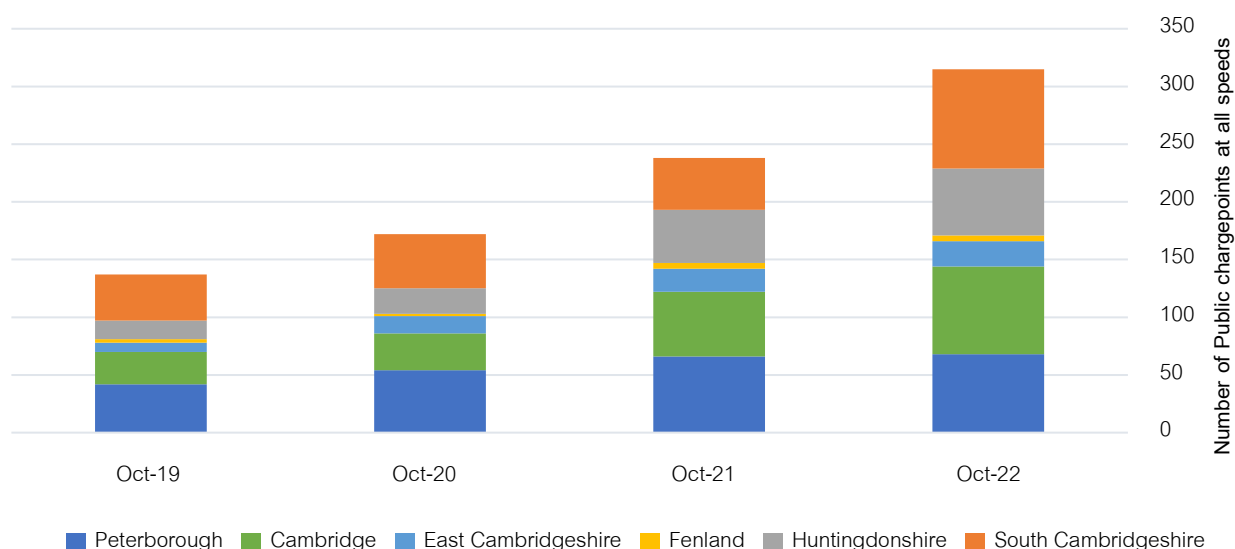


Figure 3 Number of public chargepoints across Cambridgeshire and Peterborough. ONS Data

Across the region, public chargepoint provision is unevenly distributed. Fenland has the fewest chargepoints - likely due to the low numbers of electric vehicles in the area undermining a business case for installations. We must work to develop a network that delivers a transition away from fossil fuels, enabling all our communities to switch.

Barriers to EV uptake

Consumer surveys suggest there are a number of commonly identified reasons why people do not make the switch to an electric vehicle. Many of these will be addressed within the Strategy:

Identified Challenge	How we can address them
Upfront cost	Whilst the CPCA and local highways authorities cannot reduce the costs of EVs, the CPCA can work with our communities to ensure they are aware of the longer term financial benefits of switching from an ICE vehicle. Engagement with communities to “myth bust” and enable everyone to understand the rapidly evolving technologies on offer can be undertaken.
Range anxiety	
Uncertainty over the technology	
Reliability of chargers	The CPCA can ensure through delivery and procurement approaches that there are sufficient numbers of public chargers where they are most needed and work with chosen contractors to ensure reliability and accessibility is prioritised.
Availability of Chargers	
Grid Capacity	Local Area Energy Planning – Planning where critical electrical infrastructure is located and scaled to ensure access to the network is available in areas where infrastructure is needed. Peterborough already has a plan, and Cambridgeshire is currently developing theirs.

Lack of solutions for residential areas : Requests

The Council, and Districts, are receiving increasing numbers of requests for on-street chargepoints from residents without driveways: the majority are from Cambridge residents. While absolute numbers of requests are low, these have been unprompted, and we anticipate that should a “call” be put out for suggested locations the response could be significant.

Cambridge	57	Huntingdonshire	5
East Cambridgeshire	4	South Cambridgeshire	9
Fenland	3		

Similarly, there have been enquires regarding permission to trail cables and other “DIY” solutions which pose a potential safety and equity risk on the highway.

Key Focus Areas - Charging Infrastructure

Home Charging

This is where a resident has their own, private EV chargepoint installed on their property. In most cases this is only an option where residents have off-street parking.

Installing your own charger

Various reports suggest that over 80% of EV charging happens at home. Residents who have access to off-street parking can install a home-charger connected to their home electricity supply. These are often the most convenient and cheapest way of charging.

There are lots of options out there, and we can work to signpost our residents to authoritative guidance and information.

Some homes, particularly those in private rentals, may be eligible for government grant to support the purchase and installation of a chargepoint. We can work with landlords and tenants to ensure all are aware of the financial benefits currently available to them.

All new build homes in England will be fitted with electric vehicle charging stations as standard, under new building regulations designed to promote the uptake of low-emission vehicles.

EV Crossing-over

EV Crossing-over is where a resident has their own chargepoint on their property but no associated off-street parking. Instead the vehicle is parked on-street, and the charging cable “crosses-over” the footway.

Section 178 of the Highways Act states that “no person shall fix or place any ... cable, wire or other similar apparatus over, along or across a highway without the consent of the highway authority for the highway”. This provision is designed to ensure safe conditions on the highway.

The Cambridgeshire and Peterborough Highways Authorities do not permit trailing cables across public footpaths or verges for safety reasons. Even if covered with a mat protector cables present a trip hazard, and present a disproportionate risk to those with protected characteristics and could be considered a breach of the Equalities Act

This is not a position that we anticipate changing, and so our focus is instead on finding suitable alternative provisions.

To overcome the safety issues posed, innovative government funded work in Oxfordshire to develop channels that run across the footway from residents' homes to enable a charging cable to cross the footway from a home-chargepoint. These are still in a trial phase. There have been significant legislative, risk and practical barriers to overcome – these are key areas of exploration for the on-going trials. Tentative solutions have been found and government will be producing guidance for these systems.

We await the outcome to inform the Cambridgeshire and Peterborough position and will look to be able to move quickly once this position is clear.

Residential EV Charging

This focuses on where residents don't have off street parking so need to be enabled to charge close to home.

On-Street Charger Installations

Public on-street charging is primarily focused on enabling those residents who cannot charge at home to do so at, or close to, where they would normally park.

These chargers will tend to be slower (c.7kW) chargers to reflect the longer durations that residents tend to park for when at home. These also tend to be compatible with the widest range of different vehicles. Where chargers are installed, we would generally seek to designate the bays as "EV only" to ensure access is maintained. Where such changes to parking is considered a requirement, formal Traffic Regulation Order processes would be followed, and the local community consulted.

There is no universal guidance on what is acceptable on the highway in terms of the physical installation design. This is left to the relevant highways authority to agree. Using these documents and internal expertise, we will develop a guide for charger installations on the highway. This will streamline installations, and ensure uniformity in installations across the region, establishing a "Cambridgeshire and Peterborough Approach" to on-street charging. Finding suitable locations can be a challenge, and we set out some principles for this in section 0. Charging points should not be considered the personal charging point of any individual but will be an asset for the community to access. To support this, where practical the bay will not be located outside one particular property, but in the best location to serve an entire street.

Lamp Post Charging

Options to use lighting columns to facilitate charging have been explored on several occasions as new solutions come forward, and conversations are ongoing. There is a clear opportunity where new columns are installed, and this is being looked at in conjunction with a Connecting Cambridgeshire project.

Retrofitting into existing infrastructure is more challenging. There remain practical issues to the retrofit of chargers into lighting columns, such as where the lighting columns are located to the rear of the footway therefore cables would end up being trailed across the footway. As such there are relatively few locations where this approach is viable in the county. Discussions are on-going to ascertain options for utilising lighting columns, and we will take learning from other LAs, such as Lancashire County Council who have incorporated provisions for EV charging into their standard “Guidance for Fixing Attachments to Street Lighting Columns”.

Destination Charging and Charging Hubs

This focuses on where EV drivers may want to charge either at a destination or en route. This includes the Council run car parks, public buildings such as offices and leisure centres and, where appropriate, on-street parking in town centres.

Car Parks (incl. Park & Rides)

Across Cambridgeshire and Peterborough, there has been a focus on ensuring local authority car parks have EV chargers.

In Peterborough, there are currently 22 public charging spaces (as opposed to points) as well as the 4 e-Taxi rapid and 3 for our own service vehicles. 4 public charging are on street and 18 are in the car parks. They are as below:

Across Cambridgeshire the District Councils are already installing across their car parks – to be confirmed.

There are several chargepoints across the Cambridgeshire park and ride locations, with officers closely monitoring how further installations could be facilitated. We have a commercial arrangement with Tesla at Trumpington P&R. Alongside this we have a separate commercial arrangement with BP Pulse at Trumpington and Milton.

St Ives and Babraham P&Rs are having significant numbers of chargers installed as part of the wider Smart Energy Grid projects, both of which are now in construction. Consideration for the other P&Rs is underway, with officers seeking to align the chargepoint approach (at a minimum pricing) across all sites.

General Principles for chargepoint locations

When we assess where to locate charging infrastructure there are a range of elements to consider. Each site will be different, but in broad terms:

- Provide charging points in the places that people need them, but not in locations that encourage additional car use.
- Focus on areas where residents cannot make the switch to EV without access to a public charging network, but we want to ensure a good geographical spread across the county.
- Ensure any charging points we enable are complementary to, and not in direct competition to others already operating in the area.

- Engage with the market to encourage them to invest in charging infrastructure within the region and to ensure any additional public charging infrastructure is complimentary to privately owned charging points.
- Initial efforts will focus in areas where we predict there will be more charging points required. These are areas where there is less access to off road parking, where uptake trends are fastest and where there are more commuter journeys happening.
- Cambridgeshire and Peterborough residents will have the opportunity to suggest suitable specific sites for charging points to be installed.
- Individual sites will be subject to full feasibility investigations including an assessment of local grid capacity.

ChargePoint Accessibility – PAS BSI/Motability

Nationally it is expected that by 2030 when the ban on new ICE vehicles come into force, we will have over 2.5 million disabled drivers on UK roads. Ensuring everyone in our community are able to easily access and use chargepoints infrastructure is vital.

To support Local Authorities, British Standards Institute produced best practice guidance – PAS 1899:2022 – which sets out how to make EV chargepoints accessible to all. As far as practicable, all public chargers installed by local authorities across the CPCA area will to comply with the best practice set out in this guidance.

However, accessibility is not just about ensuring all can use the chargers – we must also ensure they are as easy straight forward to use as possible. Increasingly, current EV drivers are sharing their frustration at the proliferation of payment mechanisms required to use different types of chargers. In response, Government is bringing forward new requirements for all chargers funded by public sector grants to have contactless, pay as you go capabilities.

We will ensure that all chargers we install, where possible, will have this payment option. Where there are chargers already installed, we will explore the possibility to retrofit, however it is likely these will need to be transitioned as they're replacement dates come up.

Communication, Advocacy and Outreach

We understand the concerns that have been raised and the need for more information to be shared to give drivers and business the confidence they need to go electric. Some of these points are addressed in this strategy. There is also an increasing body of Government and industry guidance available that dispels many of the misconceptions about EV's and guides drivers through the electrification journey and vehicle and charger funding available.

There are a number of community-led projects to install chargepoints for residents and/or their wider communities. For example, the resident association at Marmalade Lane in Orchard Park are installing charge points in their car parking area. Similarly, several Parish Councils are working with South Cambridgeshire District Council to install chargepoints at their parish halls.

We can take learning from these schemes and, working with our partners such as CambsACRE to share these schemes and encourage and empower our communities to act themselves.

We will ensure our communities have easy access to this information and local examples. We will host events, such as the Energy Saving Trust “Go Electric” events to bring this information to our communities, empowering them to decide what will work best for them.

Public and Shared transport

In July 2021 the government published the Transport Decarbonisation Plan, which details the government’s intended strategic direction for decarbonising the transport sector. The paper details the intention to move mobility away from motor vehicles (irrespective of fuel propulsion system) firstly to active travel (e.g. cycling, scooting and walking) and secondly to public mass transit (e.g. bus, train and tram). Below summarises the current situation:

- The first two electric double-deckers (dds) were in service in late 2019
- Thirty new Volvo EV dds plan to be service in April 2023

Shared Transport

Through the LTCP, Councils are working to ensure that transport is not only cleaner, but that congestion is reduced, and places are better linked by public transport and active travel routes.

For those who only occasionally make journeys that aren’t a good match with public transport, there are already options that can negate the expense of owning and maintaining a personal car. Whilst electric bikes have seen a huge uptake, they will not suit everyone, so we will work to ensure car clubs are expanded where possible. We will ensure that charging facilities are co-located with these services to enable car club vehicles to be electric too. Even in our rural areas, where a car club might mean a resident could switch to one vehicle rather than two, we can see big benefits.

For those that don’t want to drive or ride themselves, and traditional public transport isn’t an option, ride hailing services and taxis may be an option. Working with such services to ensure infrastructure is available to enable them to switch to electric will be important. Already all taxi’s licenced by Cambridge City Council must be ultra low or zero emission, and rapid chargepoints for taxi’s have been installed to facilitate this change. Other District Councils are looking at similar approaches.

Planning, Regulation & Guidance

The requirement for the provision of electric vehicle charging points in new development (both new build and changes of use) is set out in the National Planning Policy Framework 2021.

- Paragraph 110, bullet (a) requires appropriate opportunities to promote sustainable transport modes, given the type of development and its location; and
- Paragraph 112, bullet (e) requires new development to be designed to enable charging of plug-in and other ultra-low emission vehicles in safe, accessible and convenient locations

Parking Standards are set by each respective Local Planning Authority and align to the relevant National Planning Policy Framework (NPPF). They state that any new development should achieve a suitable level of car parking provision for future residents and/or the proposed land uses, without reliance upon the adoptable public highway.

Building Regulations Section S, updated in 2022, impose requirements on new builds and those undergoing significant renovations that have associated parking, to have either active chargers and/or cable routes to facilitate later installations. Building regulations apply to residential and non-residential settings.

Cambridgeshire

Taking these together, in Cambridgeshire have worked with our Local Planning Authorities to ensure chargepoint provision is “designed in” to any development. It incumbent upon the developer to provide suitable levels of EV charging points, as may be required to meet OZEV requirements, within each dwelling curtilage, or in designated areas (private laybys/ small communal car parks etc). These must be provided without need to install on the adoptable public highway.

Additionally, we recommend that the promoter of any site should carefully consider the siting of EV charging in relation to the overall development management strategy, as recommended in the National Design Guide, such that ‘management and maintenance responsibilities are clearly defined for all parts of a development’.

Peterborough

Peterborough’s Local Plan Policy LP13 states that all development requiring parking provision should be designed, unless there are exceptional design reasons for not being able to do so (e.g. listed building constraints or site-specific factors), to incorporate facilities for electric plug-in and other ultra-low emission vehicles, or as a minimum the ability to easily introduce such facilities in the future.’

How we will deliver

There are two main government funding schemes available to us: the On-Street Residential Chargepoint Schemes (ORCS) and the Local Electric Vehicle Infrastructure (LEVI) Scheme. These have different terms but are both designed to support local authorities to deliver charging infrastructure in the more challenging locations where the need is greatest.

Where financial business models are strong we will explore investing our limited capital funds, but in the majority of cases we anticipate use of either government grants and/or private sector investment. Therefore our preferred option for delivery and ongoing management, operation and maintenance is via a third party contractor who specialise in EV charging and understand the detail of how to manage such networks.

We will develop rolling annual delivery plans to ensure we are delivering at the pace and scale we need to support our residents to transition.

Action Plan

Detail to be confirmed

Action	Target Date	Responsible organisation
Resourcing – securing dedicated resource to roll out EV chargers		CPCA/PCC/CCC
Launch a register of interest for on-street residential charger provision and integrate into mapping to identify potential locations	2023	CPCA
Project 1: Mapping activities to identify suitable locations for public chargers		
Project 1: Identification and drafting of technical policy/specification for highways EVCP installations		CCC/PCC
Project 2: Appraisal of approaches and technical specification for non-EVCP solutions (gullies etc) on this highway		CCC/PCC
Project 1: Appraisal of commercial opportunities		
Establish the most appropriate procurement mechanism and undertake this following agreed commercial approach		
Impact of emerging Building Regulations and local planning policy on public EVCP provision		
Project 2: Highways policy – Evaluation of policy levers to deliver compliant EV charging projects in the adopted highway		
Establish governance process for coordinated funding bids		
Establish ongoing delivery plan and groups for at scale roll out		
Funding applications- ORCS/LEVI Capex		CPCA
EST Go Electric Events – targeting specific audiences.	During 2023/24	CPCA – Engagement workstream in Climate Action Plan?

Active Travel Fund 4

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	22nd March 2023
Public report:	Yes
Lead Member:	Mayor Dr Nik Johnson
From:	Tim Bellamy, Interim Head of Transport
Key decision:	Yes
Forward Plan ref:	KD2023/002
Recommendations:	<p>The Cambridgeshire and Peterborough Combined Authority Board is recommended to:</p> <ul style="list-style-type: none">a) Note the contents of the Active Travel Fund 4 bid.b) Approve the drawdown of Active Travel Fund 4 funding subject to Active Travel England (ATE) approving the bid.c) Subject to Active Travel England approving the bid, approve the delegation of authority to the Interim Head of Transport to enter into a Grant Funding Agreement with Peterborough City Council and Cambridgeshire County Council following consultation with the Chief Financial Officer and Monitoring Officer.
Voting arrangements:	<p>Recommendation a) is for noting, no vote required.</p> <p>Recommendations b) and c) 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.</p>

- 1.1 To provide an overview of the Active Travel Fund 4 (2022/23) bid submitted on 24th February 2023. It was not possible to seek engagement with Members through the Transport and Infrastructure Committee and Combined Authority Board within the bidding timescales.
- 1.2 Recommendation b) and c) are included in preparation for a successful outcome of the bid and ensure optimal time to undertake the activities proposed in the bid within the 12-month delivery window stipulated by the criteria of the fund.

2 Background

- 2.1 On 10th January Active Travel England wrote to Mayoral Combined Authorities and Local Authorities inviting bids for the Active Travel Fund 4 (ATF4). The letter advised that authorities would be informed of their bidding allocations later. At the time, the invitation letter and accompanying assessment, design check tools and bidding guidance were under embargo.
- 2.2 Later, on 6th February ATF4 was more formally announced and Active Travel England informed the Combined Authority of our indicative funding level of £2,996,590. As a result of the later announcement, ATE advised authorities that the bidding proformas would be streamlined some of the requirements, such as cost bench marking.
- 2.3 Similar to the approach used for the Capability and Ambition fund, the indicative funding allocation was initially proportioned, for the purposes of developing the bid, using the Integrated Transport Block to indicatively split the funding between the two highway authorities. The indicative percentages were 69.4% for Cambridgeshire County Council (CCC) and 30.6% to Peterborough City Council (PCC).
- 2.4 The overall investment objectives of ATF4 are to enable local authority capital investment programme that optimises delivery of 2025 and 2030 objectives, as set out in the statutory Cycling and Walking Investment Strategy (CWIS 2):
 - 50% of short urban trips in England to be walked, wheeled, or cycled by 2030
 - Increase active travel from 41% in 2018 to 46% of short urban trips by 2025
 - Increase walking to 365 stages per person per year by 2025
 - Increase cycling from 0.8 billion stages in 2013 to 1.6 billion stages in 2025
 - 55% of primary school-aged children to walk to school by 2025
- 2.5 Also, to align investment with Gear Change and wider Government objectives, including local growth and productivity, tackling public health issues, decarbonisation, levelling up and cost of living challenges. As well as increasing participation in active travel amongst underrepresented groups.
- 2.6 The funding is capital with indicative funding ranges based on levels of capability and the guidance encourages bids for up to 300% of this indicative allocation. These extra/over projects will be taken into consideration for any future funding rounds; however, exceptionally strong bids may attract funding above the indicative amount set for the authority.
- 2.7 Authorities are invited to bid for either scheme construction, for schemes to be built over the next 12 months, or project development for schemes for construction in later years. There is also, 5% revenue funding in proportion to agreed capital schemes – this is within the total indicative allocation rather than in addition to it.

- 2.8 Through online briefings, ATE has been encouraging authorities to focus on construction schemes, but are also keen to emphasise the need to be realistic about timescales and to apply for the most relevant element of the bid (either construction or development). Item 6.4
- 2.9 The guidance sets out the approach for assessing value for money. Schemes above £750,000 would require the Active Mode Appraisal Toolkit (AMAT) to be completed whilst projects less than £750,000 would need Cost Effectiveness tool outputs. However, during the briefings it became clear that using AMAT would be beneficial to those assessing it. ATE welcomed AMAT being used for lower value schemes, but recognised the time involved in completing them. The Combined Authority bid includes AMAT value for money evidence for all schemes which were expertly generated by officers at CCC and PCC.
- 2.10 A few of the development schemes had low Benefit Cost Ratios, however, sensitivity testing, where the uplift in walking and cycling is likely to be higher than the core scenario, saw these schemes achieve medium value for money. Further AMAT testing will be undertaken as these projects develop and more detailed information is known about them, such as construction cost.
- 2.11 The bid guidance asked that a bid priority was given for each scheme included in the bid, with 1 being the highest priority for funding, to enable ATE to view the bids at a programme level and assist with funding decisions. The ranking of the projects within the bid are based on Local Cycling and Walking Infrastructure Plans (LCWIPs) and deliverability. Officers of the Combined Authority, PCC and CCC worked collaboratively to develop the bid and priority.
- 2.12 The total value of the bid submitted was £7,873,590, a total for Cambridgeshire of £3,187,000 and for Peterborough £4,686,590. Whilst the indicative allocation was apportioned between Cambridgeshire and Peterborough based on the Integrated Transport Block percentages, following both highway authorities putting forward their projects there remained headroom within the overall threshold. In agreement between the parties an additional Peterborough City Council Scheme was added to the bid.
- 2.13 A copy of the bid is in Appendix 1 and 2.

3 Financial Implications

- 3.1 ATE confirmed an indicative funding value for each bidding authority. For the Combined Authority, the maximum bidding value was £2,996,590. However, authorities were asked to bid for more than the allocation, to a maximum of 300%, equating to £8,989,770. Where the proposals within the bid are considered by ATE to be strong there is an opportunity to be awarded funding above the indicative allocation.
- 3.2 Subject to ATE approval of the bid the Active Travel Fund 4 funding is expected to be spent within 12 months.

4 Legal Implications

- 4.1 Submission of an external bid will require the responsible budget holder to consult with the Chief Finance Officer to ensure that all aspects of funding have been properly considered before submission for approval as per Chapter 15, para 31. The bid was approved for submission using the Chief Finance Officer's delegation as stated within Chapter 17, para 5.20 Constitution.
- 4.2 Subject to confirmation of a successful bid the Combined Authority will enter into Grant

Funding Agreements with the two Highway Authorities to enable the funding to be granted to them.

Item 6.4

5 Public Health Implications

- 5.1 ATE's 2030 vision, for half of journeys in towns and cities to be walked, wheeled, or cycled. Increasing mode shift to active travel has wellbeing, physical health, and environmental benefits.

6 Environmental and Climate Change Implications

- 6.1 The development and implementation of the schemes included within the bid will ensure increase travel choice for the people of Cambridgeshire and Peterborough, offering them a real alternative. This will have a positive impact on the environment, our carbon emissions targets (as outlined in the LTCP paper) and therefore climate change. At this stage it is not possible quantify these levels, however there will be a net benefit in relation to two key objectives of the Local Transport and Connectivity Plan, namely Natural Environment and Climate Change.

7 Other Significant Implications

- 7.1 None

8 Appendices

- 8.1 Appendix 1: Active Travel Fund 4 Final Bid Scheme Level
- 8.2 Appendix 2: Active Travel Fund 4 Final Bid Programme Level

9 Background Papers

- 9.1 Active Travel Fund 4 Guidance

2. What type of scheme are you seeking funding for? Construction or Development	3. Scheme Name (an element of matched funding)	4. Scheme Priority Number	5. Scheme Type <i>(a scheme encompasses more than one intervention type, please select all that apply)</i> - New segregated cycling facility; New junction treatment; New permanent footway; New shared use (walking & cycling) facilities; Improvements to make an existing walking/wheeling/cycle route safer; Area-wide traffic management (including by TROs (both permanent and experimental)); Bus priority measures that also enable active travel (e.g. bus gates); Provision of secure cycle parking facilities; New road crossings; Restriction or reduction of car parking availability (e.g. controlled parking zones); School streets; Other (please specify)

Construction	Girton to Oakington	1	Improvements to make an existing walking/wheeling/cycle route safer
Construction	Girton to Eddington	2	New permanent footway; New shared use (walking & cycling) facilities; New road crossings; New junction treatment; Other

Construction	Buckden to Brampton	3	Improvements to make an existing walking/wheeling/cycle route safer; New shared use (walking & cycling) facilities; New road crossings
Construction	Whittlesford - Duxford	4	New shared use (walking & cycling) facilities

Development	Alconbury - Little Stukeley - Great Stukeley - Huntingdon Business Park - Huntingdon Station	5	New road crossings; Improvements to make an existing walking/wheeling/cycle route safer;
Development	Godmanchester - Huntingdon Centre	6	Area-wide traffic management; Improvements to make an existing walking/wheeling/cycle route safer; Bus priority measures that also enable active travel (e.g. bus gates)

Development	Granta Park - A505 roundabout	7	New shared use (walking & cycling) facilities; Improvements to make an existing walking/wheeling/cycle route safer
Development	Oundle Road - Ham Lane to Lynchwood	8	New segregated facility; new junction treatment
Development	Thorpe Road - Thorpe Meadows to new rail station entrance	9	New segregated facility; new junction treatment

Development	Bourges Boulevard / Lincoln Road City Centre to Werrington	10	Improvements to make an existing walking/wheeling/cycle route safer
Construction	Thorpe Wood Cycleway Phase 3	11	New segregated facility; new junction treatment; new road crossings

Development	Mill Road	12	Improvements to make an existing walking/wheeling/cycle route safer; Other
Development	Cambridge Busway South	13	Improvements to make an existing walking/wheeling/cycle route safer

Development	Ely - Witchford	14	Improvements to make an existing walking/wheeling/cycle route safer; New junction treatment
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Development	Brampton - Hinchbrook	15	Improvements to make an existing walking/wheeling/cycle route safer; New junction treatment; Restriction or reduction of car parking availability
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Development	Soham - Isleham - Fordham	16	New shared use (walking & cycling) facilities; Improvements to make an existing walking/wheeling/cycle route safer; Area-wide traffic management
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Development	Cromwell Road, Wisbech	17	New shared use (walking & cycling) facilities
Development	Village Links - Potential modal filters	18	Other

Development	Huntingdon Centre - station	19	Area-wide traffic management; Improvements to make an existing walking/wheeling/cycle route safer
Development	March Town End - March Centre - March Station	20	Improvements to make an existing walking/wheeling/cycle route safer

Development	Cottenham - Landbeach	21	New shared use (walking & cycling) facilities
Development	Histon Busway South - Impington - Milton	22	Improvements to make an existing walking/wheeling/cycle route safer

Development	Lode - Waterbeach	23	New shared use (walking & cycling) facilities
Development	March SW - town centre	24	Improvements to make an existing walking/wheeling/cycle route safer; New road crossings

Development	Whittlesey to Peterborough via NCN 63	25	Improvements to make an existing walking/wheeling/cycle route safer
Construction	Phorpes Way Cycle Improvement Scheme	26	New segregated facility; new road crossing

<p>6. As you have selected 'other', please provide a description of the scheme below, including a description of why a scheme outside of the recommended list has been selected for bid. (max 250 words).</p>	<p>7. How much ATF4 funding are you requesting to deliver this scheme in the 22/23 financial year</p>	<p>8. Please upload a file(s) of where the scheme will be implemented. Please use the Active Travel Infrastructure Programme (ATIP) to create an image of where the scheme will be implemented.</p>
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	600,000	
Next to the shared used facility there will be improvements to the bus stop on carriageway. This includes a pad for bus shelter with feeder pillar and NAL socket with associated ducting installed for Real Time Passenger Information (RTPI) to be installed at a future date. This scheme will encourage walking, wheeling, cycling and at the same time encourage people to use the public transport for longer journeys. A reliable bus timetable with RTPI encourages people to use the buses regularly.	400,000	

	300,000	
	500,000	

	90,000	
	60,000	

	60,000	
	400,000	
	300,000	

	286,590	
	2,000,000	

Improvements to Mill Road will also consider the built environment so that healthy activities and experiences are integral to people's everyday lives. Engaging with the local community – adults, children, elderly people, residents, commuters, local businesses at an early stage to understand their views, needs and preferences in their community. The scheme would consider landscaping to encourage people to use social spaces, benches for resting and ample cycle parking. This scheme will increase active trips, better connectivity to the station, improve health and wellbeing and tackle climate change.	100,000	
	100,000	

	100,000	
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	100,000	
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	75,000	
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	115,000	
<p>This scheme considers linking key villages with potential modal filters.</p> <ul style="list-style-type: none"> - Link to village colleges and greenways: Wilbrahams to Bottisham - Link to greenways: Newton to Harston; Barrington to Haslingfield - Link to rail stations: Foxton to Fowlmere; Orwell to Meldreth - Link to Cambourne and guided bus via potential new A428 St. Neots to Madingley Mulch route: Elsworth to A428 - Link to A428 route to Cambourne: Gamlingay to Little Gransden (segregated path on B1046) - Link to Ely & Sutton: Haddenham to A142 route/Ely - Link to A428 route to Cambourne & Papworth: Great Gransden to Eltisley <p>Many of these villages do not yet have the active travel infrastructure and therefore everyday journeys to school, work or to access the local services are made by private cars. Low-cost modal filters can increase safety by reducing through traffic, while increasing walking, wheeling and cycle access.</p>	75,000	

	100,000	
	75,000	

	75,000	
	75,000	

	50,000	
	50,000	

	87,000	
gs	1,700,000	

10. Scheme Outputs - Please provide details of the anticipated output						
<p>9. Please upload scheme design(s) below.</p> <p>Note - construction schemes above £150,000 must submit designs.</p> <p>Please use the following format when naming files: [Local transport authority name] (as in Q1); [Scheme name] (as in Q3); [Scheme priority number] (as in Q4); [ATF4 Scheme Design]</p>	New segregated cycling facility (miles)	New segregated cycling facility (number of junctions treated)	New junction treatment (number of junctions treated)	New permanent footway (miles)	New shared use (walking, wheeling & cycling) facilities (miles)	Improvements to make an existing walking/cycle route safer (miles)

CPCA Girton to Oakington 1 ATF4 Scheme Design						0.5
CPCA Girton to Eddington 2 ATF4 Scheme Design			1	0.05	0.1	

CPCA Buckden to Brampton 3 ATF4 Scheme Design					0.2	0.01
CPCA Whittlesford - Duxford 4 ATF4 Scheme Design					0.6	

						3.69
						0.619

					0.21	0.31

CPCA Thorpe Wood Cycleway Phase3 11 ATF4 Scheme Design	0.53	5			0.23	

						1.12
						1.2

			1			1.43
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			3			1.1
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					3.5	0.001
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					0.28	

						0.42
						1.7

					2.2	
						2.04

					0.58	
						0.74

						5.7
CPCA Phorpes Way Cycle Improvement Scheme 25 ATF4 Scheme Design					0.04	0.28

ts for each scheme.							
Improvements to make an existing walking/cycle route safer (number of junctions treated)	Area-wide traffic management (including by TROs (both permanent and experimental)) (size of area) (miles ²)	Bus priority measures that also enable active travel (e.g. bus gates) (miles of road improved)	Provision of secure cycle parking facilities (number of parking spaces)	New road crossings (number of new crossings)	Restriction or reduction of car parking availability (e.g. controlled parking zones), usually only as a component of other schemes. (miles)	Restriction or reduction of car parking availability (e.g. controlled parking zones), usually only as a component of other schemes. (number of car parking spaces removed)	School streets (number)

				1			

				1			

				3			
	0.31	0.619					

				4			

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3				5			

			13. An estimated date for each of the key project m		
11. If your scheme is not listed above, please provide details here. Please include scheme type and the number of relevant outputs (e.g. miles, number).	Outputs (miles or number)	12. What is the current status of this scheme? Development, Feasibility design, Preliminary design, Consultation, Detailed design, Construction	Completion of consultation	Completion of feasibility design	Completion of detailed design
Scheme type					

		Detailed design	30/07/2022	30/10/2022	30/01/2023
Other - Real Time Passenger Information (x1)	1	Detailed design	31/08/2022	30/11/2022	30/03/2023

	Detailed design	30/07/2022	20/10/2022	01/03/2023
	Detailed design	01/10/2022	10/12/2022	30/08/2023

	Feasibility des	30/06/2023	30/03/2023	30/03/2024
	Developmen	30/11/2023	30/07/2023	

	Feasibility des	30/06/2023	30/03/2023	30/10/2023
1 miles of improved cycling infrastrcuture along Oundle Road between Ham Lane and Lynchwood, specific improvements unknown at this stage as still as feasibility stage. Segregated cycleway will be first consideration.	Developmen	31/01/2024	31/03/2024	31/03/2025
1 miles of improved cycling infrastrcuture along Thorpe Road between Thorpe Meadows and new rail station entrance, specific improvements unknown at this stage as still at feasibility stage. Segregated cycleway will be first consideration.	Developmen	31/01/2024	31/03/2024	31/03/2025

3.61 miles of improved cycling infrastrcuture along Bourges Boulevard / Lincoln Road between City Centre and Werrington, specific improvements unknown at this stage as still at feasibility stage.	Development		31/01/2024	31/03/2024	31/03/2025
	0.77 miles of new cycle infrastructure, 5 junctions treated, 3 new controlled crossings and 1 new uncontrolled crossings.	Construction	31/12/2023	30/09/2023	28/02/2024

Other: benches (5), cycle parking (20 spaces)	25	Development	30/06/2023	30/01/2024	
		Development	02/01/2024	01/10/2023	

	Feasibility des	30/06/2023	30/03/2023	30/03/2024
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	Developmen	30/01/2024	30/11/2023	
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	Feasibility des		31/10/2023	29/09/2023	29/03/2024
Modal filters (9)	17.9	development	30/06/2023	30/01/2024	

	Developmer	20/12/2023	30/09/2023	
	Developmer	30/01/2024	30/10/2023	

	Developmer	20/02/2024	30/11/2023	
	Developmer	20/02/2024	20/12/2023	

	Developmer	20/02/2024	30/11/2023	
	Developmer	30/01/2024	30/10/2023	

		Development	26/01/2024	30/11/2023	28/06/2024
	0.32 miles of new cycle infrastructure, 3 junctions treated and 5 new crossing points	Construction	30/06/2023	31/01/2023	31/08/2023

Milestones below (or confirmed date if the scheme has already passed a stage).						
Submission for consideration at design review gate	Start of scheme construction	Completion of scheme construction	Date scheme opens for public use	Completion of monitoring and evaluation activities	14. Please provide an estimated Benefit Cost Ratio (BCR) below for your scheme below. Note - all schemes £750,000 or above must appraise the scheme using AMA T. If this does not apply, please leave blank.	15. Please provide the value for money category or range of your scheme. Note - all schemes £750,000 or above must appraise the scheme using AM AT. If this does not apply, please leave blank.

	30/09/2023	20/01/2024	22/01/2024	22/01/2025	The scheme BCR is calculated at 3.84	High
	01/09/2023	30/11/2023	01/12/2023	01/12/2024	The project BCR is calculated at 1.75.	Medium

	23/06/2023	20/08/2023	22/08/2023	22/02/2025	The scheme BCR is calculated at 3.60.	High
	30/10/2023	30/01/2024	01/02/2024	01/02/2025	The scheme BCR is calculated at 2.26.	High

					<p>The scheme BCR is calculated at 0.82 (based on central estimates).</p> <p>The scheme BCR is calculated at 1.60 (based on sensitivity testing).</p>	<p>Poor (based on central estimates)</p> <p>Medium (based on sensitivity testing)</p>
					<p>The scheme BCR is calculated at 5.96.</p>	Very High

					The scheme BCR is calculated at 2.21.	High
					1.84	Medium
					1.51	Medium

					2.2	High
31/01/2024	01/03/2024	30/09/2024	01/10/2024	31/03/2025	2.55	High

					The scheme BCR is calculated at 4.14.	Very High
					The scheme BCR is calculated at 1.54.	Medium

					<p>The scheme BCR is calculated at 0.53 (based on central estimates).</p> <p>The scheme BCR is calculated at 1.54 (based on sensitivity testing).</p>	<p>Poor (based on central estimates)</p> <p>Medium (based on sensitivity testing)</p>
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					<p>The scheme BCR is calculated at 0.89 (based on central estimates).</p> <p>The scheme BCR is calculated at 1.65 (based on sensitivity testing).</p>	<p>Poor (based on central estimates)</p> <p>Medium (based on sensitivity testing)</p>
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					<p>The scheme BCR is calculated at 1.13 (based on central estimates).</p> <p>The scheme BCR is calculated at 2.95 (based on sensitivity testing).</p>	<p>Low (based on central estimates)</p> <p>High (based on sensitivity testing)</p>
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					<p>The scheme BCR is calculated at 0.94 (based on central estimates).</p> <p>The scheme BCR is calculated at 1.66 (based on sensitivity testing).</p>	<p>Poor (based on central estimates)</p> <p>Medium (based on sensitivity testing)</p>
					<p>The scheme BCR is calculated at 2.27.</p>	High

					<p>The scheme BCR is calculated at 1.15 (based on central estimates).</p> <p>The scheme BCR is calculated at 1.86 (based on sensitivity testing).</p>	<p>Low (based on central estimates)</p> <p>Medium (based on sensitivity testing)</p>
					<p>The scheme BCR is calculated at 2.45.</p>	High

					The scheme BCR is calculated at 1.67.	Medium
					The scheme BCR is calculated at 1.62.	Medium

					<p>The scheme BCR is calculated at 1.48 (based on central estimates).</p> <p>The scheme BCR is calculated at 2.12 (based on sensitivity testing).</p>	<p>Low (based on central estimates)</p> <p>High (based on sensitivity testing)</p>
					<p>The scheme BCR is calculated at 2.75.</p>	High

					<p>The scheme BCR is calculated at 1.05 (based on central estimates).</p> <p>The scheme BCR is calculated at 1.92 (based on sensitivity testing).</p>	<p>Low (based on central estimates)</p> <p>Medium (based on sensitivity testing)</p>
01/08/2023	01/02/2024	30/05/2024	01/06/2024	31/03/2025	1.88	Medium

Cost Effectiveness	<p>17. Please set out your justification or rationale for the value for money assessment of this scheme. (Max 300 words)</p> <p>Note: For those schemes appraised using AMAT, please provide the justification for the value for money category or range given.</p> <p>For schemes not using AMAT, please provide details of the cost effectiveness of the intervention using the accompanying value for money guidance alongside justification.</p> <p>Please also set out any other supporting information using local evidence or the alternative tools outlined in section 1.6 of the accompanying value for money guidance.</p>	<p>18. How many walking, wheeling, or cycling trips are currently undertaken per day in the area where the scheme will be implemented?</p> <p>Trips per day</p>	<p>19. How many additional walking, wheeling, or cycling trips will this scheme generate per day?</p> <p>Additional trips per day</p>
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0.20995	<p>The results of the Girton to Oakington scheme are presented on the AMAT calculation.</p> <ul style="list-style-type: none"> • The scheme will result in a Present Value Benefit of £1,548.41. • The scheme will result in a Present Value Costs of £403.19. <p>For each £1 of spending, the scheme is expected to deliver £3.84 of benefit representing high value for money.</p> <p>Cost Effectiveness = 0.20995.</p> <p>The average number of active travel users per day was estimated using the annual traffic count data taken in October 19 on Girton Road, Cambridge in a 12 hour flow (7 am – 7 pm), based on 10% of active travel users in a standard peak hour (8-9 am, 5-6 pm) (CCC – Annual Traffic Counts, 2019). The multiplier was calculated in line with assumptions suggested in Annex B.</p>	1,412 trips per day (Pedestrians: 428; Cyclists: 984)	1,437 additional trips per day (Pedestrians: 434; Cyclists: 1,003)
0.13996	<p>The results of the Girton to Eddington scheme are presented on the AMAT calculation.</p> <ul style="list-style-type: none"> • The scheme will result in a Present Value Benefit of £471.46. • The scheme will result in a Present Value Costs of £269.85. <p>For each £1 of spending, the scheme is expected to deliver £1.75 of benefit representing medium value for money.</p> <p>Cost Effectiveness = 0.13996.</p> <p>The average number of active travel users per day was estimated using the annual traffic count data taken in October 19 on Girton Road, Cambridge in a 12 hour flow (7 am – 7 pm), based on 10% of active travel users in a standard peak hour (8-9 am, 5-6 pm) (CCC – Annual Traffic Counts, 2019). The multiplier was calculated in line with assumptions suggested in Annex B.</p>	1,412 trips per day (Pedestrians: 428; Cyclists: 984)	1,429 additional trips per day (Pedestrians: 432; Cyclists: 997)

0.01293	<p>The results of the Buckden to Brampton scheme are presented on the AMAT calculation.</p> <ul style="list-style-type: none"> • The scheme will result in a Present Value Benefit of £729.13. • The scheme will result in a Present Value Costs of £202.55. <p>For each £1 of spending, the scheme is expected to deliver £3.60 of benefit representing high value for money.</p> <p>Cost Effectiveness = 0.01293.</p> <p>The average number of active travel users per day was estimated using the annual traffic count data taken in October 19 on Town Bridge, Huntingdon in a 12 hour flow (7 am – 7 pm), based on 52% of active travel users in a standard peak hour (8-9 am, 5-6 pm) (CCC – Annual Traffic Counts, 2019). The multiplier was calculated in line with assumptions suggested in Annex B.</p>	2,204 trips per day (Pedestrians: 1,214; Cyclists: 990)	2,217 additional trips per day (Pedestrians: 1,217; Cyclists: 1,000)
0.15184	<p>The results of the Whittlesford - Duxford scheme are presented on the AMAT calculation.</p> <ul style="list-style-type: none"> • The scheme will result in a Present Value Benefit of £762.02. • The scheme will result in a Present Value Costs of £336.52. <p>For each £1 of spending, the scheme is expected to deliver £2.26 of benefit representing high value for money.</p> <p>Cost Effectiveness = 0.15184.</p> <p>The average number of active travel users per day was estimated using the annual traffic count data taken in October 19 on Shelford Road, Great Shelford in a 12 hour flow (7 am – 7 pm), based on 17% of active travel users in a standard peak hour (8-9 am, 5-6 pm) (CCC – Annual Traffic Counts, 2019). The multiplier was calculated in line with assumptions suggested in Annex B.</p>	957 trips per day (Pedestrians: 231; Cyclists: 726)	978 additional trips per day (Pedestrians: 236; Cyclists: 742)

0.01565	<p>The results of the Alconbury - Little Stukeley - Great Stukeley - Huntingdon Business Park - Huntingdon Station scheme based on central estimates are presented on the AMAT calculation.</p> <ul style="list-style-type: none"> • The scheme will result in a Present Value Benefit of £2,195.45. • The scheme will result in a Present Value Costs of £2,673.77. <p>For each £1 of spending, the scheme is expected to deliver £0.82 of benefit representing high value for money.</p> <p>The results of the Alconbury - Little Stukeley - Great Stukeley - Huntingdon Business Park - Huntingdon Station scheme based on sensitivity testing are presented on the AMAT calculation.</p> <ul style="list-style-type: none"> • The scheme will result in a Present Value Benefit of £4,270.03. • The scheme will result in a Present Value Costs of £2,673.01. <p>For each £1 of spending, the scheme is expected to deliver £1.60 of benefit representing medium value for money.</p> <p>Cost Effectiveness = 0.01565.</p> <p>The average number of active travel users per day was estimated using the annual traffic count data</p>	<p>580 trips per day (Pedestrians: 411; Cyclists: 169)</p>	<p>753 additional trips per day (Pedestrians: 450; Cyclists: 303) (based on central estimates).</p> <p>960 additional trips per day (Pedestrians: 509; Cyclists: 451) (based on sensitivity testing).</p>
0.00259	<p>The results of the Godmanchester - Huntingdon Centre scheme are presented on the AMAT calculation.</p> <ul style="list-style-type: none"> • The scheme will result in a Present Value Benefit of £2,002.45. • The scheme will result in a Present Value Costs of £336.18. <p>For each £1 of spending, the scheme is expected to deliver £5.96 of benefit representing very high value for money.</p> <p>Cost Effectiveness = 0.00259.</p> <p>The average number of active travel users per day was estimated using the annual traffic count data taken in October 19 on Town Bridge, Huntingdon in a 12 hour flow (7 am – 7 pm), based on 52% of active travel users in a standard peak hour (8-9 am, 5-6 pm) (CCC – Annual Traffic Counts, 2019). The multiplier was calculated in line with assumptions suggested in Annex B.</p>	<p>2,204 trips per day (Pedestrians: 1,214; Cyclists: 990)</p>	<p>2,247 additional trips per day (Pedestrians: 1,240; Cyclists: 1,007)</p>

0.01822	<p>The results of the Granta Park - A505 roundabout scheme are presented on the AMAT calculation.</p> <ul style="list-style-type: none"> • The scheme will result in a Present Value Benefit of £595.24. • The scheme will result in a Present Value Costs of £269.22. <p>For each £1 of spending, the scheme is expected to deliver £2.21 of benefit representing high value for money.</p> <p>Cost Effectiveness = 0.01822.</p> <p>The average number of active travel users per day was estimated using the annual traffic count data taken in October 19 on Shelford Road, Great Shelford in a 12 hour flow (7 am – 7 pm), based on 17% of active travel users in a standard peak hour (8-9 am, 5-6 pm) (CCC – Annual Traffic Counts, 2019). The multiplier was calculated in line with assumptions suggested in Annex B.</p>	957 trips per day (Pedestrians: 231; Cyclists: 726)	974 additional trips per day (Pedestrians: 235; Cyclists: 739)
	<p>The AMAT assessment has identified that the project will result in a Present Value of Benefits of £3,138, 280 of which 61% of which are health benefits, 33% journey quality and 6% mode shift. AMAT will be re-run once scheme specifics and more detailed cost estimates are known.</p>	Cycling 506, Walking - 130	Cycling - 148. Walking -62
	<p>The AMAT assessment has identified that the project will result in a Present Value of Benefits of £2,360,580 of which 55% of which are health benefits, 42% journey quality and 4% mode shift. AMAT will be re-run once scheme specifics and more detailed cost estimates are known.</p>	Cycling 482, Walking - 1011	Cycling - 74. Walking - 34

	The AMAT assessment has identified that the project will result in a Present Value of Benefits of £10,334,770 of which 61% of which are journey quality benefits, 36% health and 4% mode shift. AMAT will be re-run once scheme specifics and more detailed cost estimates are known.	Cycling - 1320	Cycling- 184
	The AMAT assessment has identified that the project will result in a Present Value of Benefits of £3,627,250 of which 78% of which are health benefits, 15% are journey quality benefits and 8% mode shift.	Cycling 532, Walking - 113	Cycling 251, Walking - 14

0.01431	<p>The results of the Mill scheme are presented on the AMAT calculation.</p> <ul style="list-style-type: none"> • The scheme will result in a Present Value Benefit of £6,912.67 • The scheme will result in a Present Value Costs of £1,670.65. <p>For each £1 of spending, the scheme is expected to deliver £4.14 of benefit representing very high value for money.</p> <p>Cost Effectiveness = 0.01431.</p> <p>The average number of active travel users per day was estimated using the annual traffic count data taken in October 19 on Granchester Path, Granchester Meadows, Cambridge in a 12 hour flow (7 am – 7 pm), based on 31% of active travel users in a standard peak hour (8-9 am, 5-6 pm) (CCC – Annual Traffic Counts, 2019). The multiplier was calculated in line with assumptions suggested in Annex B.</p>	1,114 trips per day (Pedestrians: 737; Cyclists: 377)	1,831 additional trips per day (Pedestrians: 1,055; Cyclists: 776)
0.01008	<p>The results of the Cambridge Busway South scheme are presented on the AMAT calculation.</p> <ul style="list-style-type: none"> • The scheme will result in a Present Value Benefit of £1,552.46. • The scheme will result in a Present Value Costs of £1,005.48. <p>For each £1 of spending, the scheme is expected to deliver £1.54 of benefit representing medium value for money.</p> <p>Cost Effectiveness = 0.01008.</p> <p>The average number of active travel users per day was estimated using the annual traffic count data taken in October 19 on The Busway South, Cambridge in a 12 hour flow (7 am – 7 pm), based on 21% of active travel users in a standard peak hour (8-9 am, 5-6 pm) (CCC – Annual Traffic Counts, 2019). The multiplier was calculated in line with assumptions suggested in Annex B.</p>	2,334 trips per day (Pedestrians: 598; Cyclists: 1,736)	2,475 additional trips per day (Pedestrians: 635; Cyclists: 1,840)

0.05230	<p>The results of the Ely - Witchford scheme based on central estimates are presented on the AMAT calculation.</p> <ul style="list-style-type: none"> • The scheme will result in a Present Value Benefit of £1,236.82. • The scheme will result in a Present Value Costs of £2,338.43. <p>For each £1 of spending, the scheme is expected to deliver £0.53 of benefit representing poor value for money.</p> <p>The results of the Ely - Witchford scheme based on sensitivity testing are presented on the AMAT calculation.</p> <ul style="list-style-type: none"> • The scheme will result in a Present Value Benefit of £3,609.78. • The scheme will result in a Present Value Costs of £2,337.55. <p>For each £1 of spending, the scheme is expected to deliver £1.54 of benefit representing medium value for money.</p> <p>Cost Effectiveness = 0.05230.</p> <p>The average number of active travel users per day was estimated using the annual traffic count data taken in October 19 on Witchford Road, Ely in a 12 hour flow (7 am – 7 pm), based on 47% of active</p>	<p>201 trips per day (Pedestrians: 68; Cyclists: 133)</p>	<p>305 additional trips per day (Pedestrians: 103; Cyclists: 202) (based on central estimates).</p> <p>532 additional trips per day (Pedestrians: 154; Cyclists: 378) (based on sensitivity testing).</p>
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0.01738	<p>The results of the Brampton - Hinchingsbrooke scheme based on central estimates are presented on the AMAT calculation.</p> <ul style="list-style-type: none"> • The scheme will result in a Present Value Benefit of £1,068.39. • The scheme will result in a Present Value Costs of £1,204.82. <p>For each £1 of spending, the scheme is expected to deliver £0.89 of benefit representing poor value for money.</p> <p>The results of the Brampton - Hinchingsbrooke scheme based on sensitivity testing are presented on the AMAT calculation.</p> <ul style="list-style-type: none"> • The scheme will result in a Present Value Benefit of £1,990.53. • The scheme will result in a Present Value Costs of £1,204.47. <p>For each £1 of spending, the scheme is expected to deliver £1.65 of benefit representing medium value for money.</p> <p>Cost Effectiveness = 0.01738.</p> <p>The average number of active travel users per day was estimated using the annual traffic count data taken in October 19 on Ermine Street, Huntingdon in a 12 hour flow (7 am – 7 pm), based on 49% of</p>	<p>580 trips per day (Pedestrians: 411; Cyclists: 169)</p>	<p>658 additional trips per day (Pedestrians: 429; Cyclists: 229) (based on central estimates).</p> <p>751 additional trips per day (Pedestrians: 455; Cyclists: 296) (based on sensitivity testing).</p>
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0.00279	<p>The results of the Soham - Isleham - Fordham scheme based on central estimates are presented on the AMAT calculation.</p> <ul style="list-style-type: none"> • The scheme will result in a Present Value Benefit of £1,213.91. • The scheme will result in a Present Value Costs of £1,072.37. <p>For each £1 of spending, the scheme is expected to deliver £1.13 of benefit representing low value for money.</p> <p>The results of the Soham - Isleham - Fordham scheme based on sensitivity testing are presented on the AMAT calculation.</p> <ul style="list-style-type: none"> • The scheme will result in a Present Value Benefit of £3,168.34. • The scheme will result in a Present Value Costs of £1,072.35. <p>For each £1 of spending, the scheme is expected to deliver £2.95 of benefit representing low value for money.</p> <p>Cost Effectiveness = 0.00279.</p> <p>The average number of active travel users per day was estimated using the annual traffic count data taken in October 19 on Station Road, Ely (nearest monitoring site) in a 12 hour flow (7 am – 7 pm),</p>	<p>2,558 trips per day (Pedestrians: 1,918; Cyclists: 640)</p>	<p>2,560 additional trips per day (Pedestrians: 1,919; Cyclists: 641) (based on central estimates).</p> <p>2,565 additional trips per day (Pedestrians: 1,920; Cyclists: 645) (based on sensitivity testing).</p>
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0.04349	<p>The results of the Cromwell Road, Wisbech scheme based on central estimates are presented on the AMAT calculation.</p> <ul style="list-style-type: none"> • The scheme will result in a Present Value Benefit of £315.40. • The scheme will result in a Present Value Costs of £336.20. <p>For each £1 of spending, the scheme is expected to deliver £0.94 of benefit representing poor value for money.</p> <p>The results of the Cromwell Road, Wisbech scheme based on sensitivity testing are presented on the AMAT calculation.</p> <ul style="list-style-type: none"> • The scheme will result in a Present Value Benefit of 558.31. • The scheme will result in a Present Value Costs of £336.10. <p>For each £1 of spending, the scheme is expected to deliver £1.66 of benefit representing medium value for money.</p> <p>Cost Effectiveness = 0.04349.</p> <p>The average number of active travel users per day was estimated using the annual traffic count data taken in October 19 on Cromwell Road, Wisbech in a 12 hour flow (7 am – 7 pm), based on 47% of active</p>	<p>278 trips per day (Pedestrians: 202; Cyclists: 76)</p>	<p>301 additional trips per day (Pedestrians: 207; Cyclists: 94) (based on central estimates)</p> <p>324 additional trips per day (Pedestrians: 210; Cyclists: 114) (based on sensitivity testing)</p>
0.00621	<p>The results of the Village Links - Potential modal filters scheme are summarised and presented on the AMAT calculation.</p> <ul style="list-style-type: none"> • The scheme will result in a Present Value Benefit of £384.05. • The scheme will result in a Present Value Costs of £169.20. <p>For each £1 of spending, the scheme is expected to deliver £2.27 of benefit representing high value for money.</p> <p>Cost Effectiveness = 0.00621.</p> <p>The average number of active travel users per day was estimated using the annual traffic count data taken in October 19 on A1303 & Newmarket Road, Cambridge (nearest monitoring site with baseline data) in a 12 hour flow (7 am – 7 pm), based on 33% of active travel users in a standard peak hour (8-9 am, 5-6 pm) (CCC – Annual Traffic Counts, 2019). The multiplier was calculated in line with assumptions suggested in Annex B.</p>	<p>201 trips per day (Pedestrians: 68; Cyclists: 133)</p>	<p>222 additional trips per day (Pedestrians: 81; Cyclists: 141)</p>

0.01738	<p>The results of the Huntingdon Centre - station scheme based on central estimates are presented on the AMAT calculation.</p> <ul style="list-style-type: none"> • The scheme will result in a Present Value Benefit of £616.49. • The scheme will result in a Present Value Costs of £537.16. <p>For each £1 of spending, the scheme is expected to deliver £1.15 of benefit representing low value for money.</p> <p>The results of the Huntingdon Centre - station scheme based on sensitivity testing are presented on the AMAT calculation.</p> <ul style="list-style-type: none"> • The scheme will result in a Present Value Benefit of £996.32. • The scheme will result in a Present Value Costs of £537.02. <p>For each £1 of spending, the scheme is expected to deliver £1.86 of benefit representing medium value for money.</p> <p>Cost Effectiveness = 0.01738.</p> <p>The average number of active travel users per day was estimated using the annual traffic count data taken in October 19 on Ermine Street, Huntingdon in a 12 hour flow (7 am – 7 pm), based on 49% of</p>	<p>580 trips per day (Pedestrians: 411; Cyclists: 169)</p>	<p>615 additional trips per day (Pedestrians: 419; Cyclists: 196)(based on central estimates)</p> <p>648 additional trips per day (Pedestrians: 423; Cyclists: 225) Medium (based on sensitivity testing)</p>
0.01230	<p>The results of the March Town End - March Centre - March Station scheme are presented on the AMAT calculation.</p> <ul style="list-style-type: none"> • The scheme will result in a Present Value Benefit of £822.90. • The scheme will result in a Present Value Costs of £336.20. <p>For each £1 of spending, the scheme is expected to deliver £2.45 of benefit representing high value for money.</p> <p>Cost Effectiveness = 0.01230.</p> <p>The average number of active travel users per day was estimated using the annual traffic count data taken in October 19 on Elm Road, March in a 12 hour flow (7 am – 7 pm), based on 40% of active travel users in a standard peak hour (8-9 am, 5-6 pm) (CCC – Annual Traffic Counts, 2019). The multiplier was calculated in line with assumptions suggested in Annex B.</p>	<p>753 trips per day (Pedestrians: 541; Cyclists: 212)</p>	<p>776 additional trips per day (Pedestrians: 546; Cyclists: 230)</p>

0.02942	<p>The results of the Cottenham - Landbeach scheme are presented on the AMAT calculation.</p> <ul style="list-style-type: none"> • The scheme will result in a Present Value Benefit of £894.01. • The scheme will result in a Present Value Costs of £536.85. <p>For each £1 of spending, the scheme is expected to deliver £1.67 of benefit representing medium value for money.</p> <p>Cost Effectiveness = 0.02942.</p> <p>The average number of active travel users per day was estimated using the annual traffic count data taken in October 19 on Beach Road, Cottenham in a 12 hour flow (7 am – 7 pm), based on 55% of active travel users in a standard peak hour (8-9 am, 5-6 pm) (CCC – Annual Traffic Counts, 2019). The multiplier was calculated in line with assumptions suggested in Annex B.</p>	<p>229 trips per day (Pedestrians: 152; Cyclists: 77)</p>	<p>263 additional trips per day (Pedestrians: 160; Cyclists: 103)</p>
0.01072	<p>The results of the Histon Busway South - Impington - Milton scheme are presented on the AMAT calculation.</p> <ul style="list-style-type: none"> • The scheme will result in a Present Value Benefit of £653.04. • The scheme will result in a Present Value Costs of £403.19. <p>For each £1 of spending, the scheme is expected to deliver £1.62 of benefit representing medium value for money.</p> <p>Cost Effectiveness = 0.01072.</p> <p>The average number of active travel users per day was estimated using the annual traffic count data taken in October 19 on The Busway NCN51, North: A14 underpass, Cambridge (nearest monitoring site with baseline data) in a 12 hour flow (7 am – 7 pm), based on 20% of active travel users in a standard peak hour (8-9 am, 5-6 pm) (CCC – Annual Traffic Counts, 2019). The multiplier was calculated in line with assumptions suggested in Annex B.</p>	<p>1,729 trips per day (Pedestrians: 217; Cyclists: 1,512)</p>	<p>1,754 additional trips per day (Pedestrians: 223; Cyclists: 1,531)</p>

0.01961	<p>The results of the Lode - Waterbeach scheme based on central estimates are presented on the AMAT calculation.</p> <ul style="list-style-type: none"> • The scheme will result in a Present Value Benefit of £297.63. • The scheme will result in a Present Value Costs of £201.59. <p>For each £1 of spending, the scheme is expected to deliver £1.48 of benefit representing low value for money.</p> <p>The results of the Lode - Waterbeach scheme based on sensitivity testing are presented on the AMAT calculation.</p> <ul style="list-style-type: none"> • The scheme will result in a Present Value Benefit of £427.59. • The scheme will result in a Present Value Costs of £201.55. <p>For each £1 of spending, the scheme is expected to deliver £2.12 of benefit representing high value for money.</p> <p>Cost Effectiveness = 0.01961.</p> <p>The average number of active travel users per day was estimated using the annual traffic count data taken in October 19 on Beach Road, Cottenham in a 12 hour flow (7 am – 7 pm), based on 55% of active</p>	<p>229 trips per day (Pedestrians: 152; Cyclists: 77)</p>	<p>242 additional trips per day (Pedestrians: 155; Cyclists: 87) (based on central estimates)</p> <p>254 additional trips per day (Pedestrians: 157; Cyclists: 97) (based on sensitivity testing)</p>
0.00820	<p>The results of the March SW - town centre scheme are presented on the AMAT calculation.</p> <ul style="list-style-type: none"> • The scheme will result in a Present Value Benefit of £461.19. • The scheme will result in a Present Value Costs of £167.94. <p>For each £1 of spending, the scheme is expected to deliver £2.75 of benefit representing high value for money.</p> <p>Cost Effectiveness = 0.00820.</p> <p>The average number of active travel users per day was estimated using the annual traffic count data taken in October 19 on Elm Road, March in a 12 hour flow (7 am – 7 pm), based on 40% of active travel users in a standard peak hour (8-9 am, 5-6 pm) (CCC – Annual Traffic Counts, 2019). The multiplier was calculated in line with assumptions suggested in Annex B.</p>	<p>753 trips per day (Pedestrians: 541; Cyclists: 212)</p>	<p>764 additional trips per day (Pedestrians: 543; Cyclists: 221)</p>

0.06674	<p>The results of the Whittlesey to Peterborough via NCN 63 scheme based on central estimates are presented on the AMAT calculation.</p> <ul style="list-style-type: none"> • The scheme will result in a Present Value Benefit of £560.94. • The scheme will result in a Present Value Costs of £536.52. <p>For each £1 of spending, the scheme is expected to deliver £1.05 of benefit representing low value for money.</p> <p>The results of the Whittlesey to Peterborough via NCN 63 scheme based on based on sensitivity testing are presented on the AMAT calculation.</p> <ul style="list-style-type: none"> • The scheme will result in a Present Value Benefit of £1,029.11. • The scheme will result in a Present Value Costs of £536.36. <p>For each £1 of spending, the scheme is expected to deliver £1.92 of benefit representing medium value for money.</p> <p>Cost Effectiveness = 0.06674.</p> <p>The average number of active travel users per day was estimated using the annual traffic count data taken in October 19 on Peterborough Road, Whittlesey in a 12 hour flow (7 am – 7 pm), based</p>	113 trips per day (Pedestrians: 91; Cyclists: 22)	<p>150 additional trips per day (Pedestrians: 99; Cyclists: 51) based on central estimates).</p> <p>186 additional trips per day (Pedestrians: 103; Cyclists: 83) based on central estimates).</p>
	<p>The AMAT assessment has identified that the project will result in a Present Value of Benefits of £1,909,320 of which 87% of which are health benefits, 40% are journey quality benefits and 9% mode shift.</p>	Cycling 243, Walking - 209	Cycling 99, Walking - 86

Details about your Authority

Q1. What is the name of your transport authority?

Cambridgeshire & Peterborough Combined Authority

Q2. Please provide the following contact information for the Reporting Officer at your authority

Name Anna Graham

Telephone number +447923250209

Email address anna.graham@cambridgeshirepeterborough-ca.gov.uk

Q3. Please provide the following contact information for the Senior Responsible Officer at your authority

Name Tim Bellamy

Telephone number 07923 250208

Email address Tim.Bellamy@cambridgeshirepeterborough-ca.gov.uk

Q4. Please provide the following contact information for the Section 151 Officer (or equivalent) at your authority

Name Jon Alsop

Telephone number 07923 250201

Email address Jon.Alsop@cambridgeshirepeterborough-ca.gov.uk

Overview of Authority bid

Q5. What is the total amount of capital funding your authority is seeking from Active Travel England Active Travel Fund 4 for 22/23?

7873590

Q6. Please provide the names of all schemes you are seeking funding for. Please include the location of the scheme (e.g. River Tyne Scheme – Hexham) and put the schemes in order of priority.

Please provide the same name and priority order as in the 'scheme level' survey.

Scheme 1	Girton to Oakington
Scheme 2	Girton to Eddington
Scheme 3	Buckden to Brampton
Scheme 4	Whittlesford - Duxford
Scheme 5	Alconbury - Little Stukeley - Great Stukeley - Huntingdon Business Park - Huntingdon Station
Scheme 6	Godmanchester - Huntingdon Centre
Scheme 7	Granta Park - A505 roundabout
Scheme 8	Oundle Road -HamLane-Lynchwood
Scheme 9	Thorpe Rpad - Thorpe Meadows - Station Entrance
Scheme 10	Bourges Boulevard - City Centre - Werrington
Scheme 11	Thorpe Wood Cycleway Phase 3
Scheme 12	Mill Road
Scheme 13	Cambridge Busway South
Scheme 14	Ely - Witchford
Scheme 15	Brampton - Hinchingsbrooke
Scheme 16	Soham - Isleham - Fordham
Scheme 17	Cromwell Road, Wisbech
Scheme 18	Village Links - Potential modal filters
Scheme 19	Huntingdon Centre - station
Scheme 20	March Town End - March Centre - March Station
Scheme 21	Cottenham - Landbeach
Scheme 22	Histon Busway South - Impington - Milton
Scheme 23	Lode - Waterbeach
Scheme 24	March SW - town centre
Scheme 25	Whittlesey to Peterborough via NCN 63
Scheme 26	Phorpes Way
Scheme	-

Q6. Please provide the names of all schemes you are seeking funding for. Please include the location of the scheme (e.g. River Tyne Scheme – Hexham) and put the schemes in order of priority.

Please provide the same name and priority order as in the 'scheme level' survey.

27

Scheme

28

-

Scheme

29

-

Scheme

30

-

Q7. Please provide an overview of how the programme of schemes you are bidding for delivers on your local strategic objectives for active travel investment. (500 words max).

Please answer in a brief, bullet point format where possible

Your response should reference your authority's LCWIP or equivalent network plan and other wider plans, e.g., for local development, public health, carbon reduction and economic development.

Cambridgeshire's Active Travel Strategy aim to increase the number of utility journeys taken by foot, cycle or other 'wheeled' modes as defined in the Strategy, whilst taking account of other motorised and non-motorised user needs. The Strategy identifies the policies and actions needed to create and deliver a connected countywide active travel network plus associated infrastructure, addressing both urban and rural provision, designed with consideration of the needs of differing user groups and abilities.

Active travel will be embraced in all transport policies, projects, investment and development in Cambridgeshire, prioritising cycling and walking and associated travel modes. The active travel vision for Cambridgeshire and the key objectives of 4 Es includes:

1. Embrace active travel as transport priority within Cambridgeshire.
2. Enhance the existing networks of pavements, footpaths, cycleways, bridleways, and other public rights of way so it is connected and for purpose.
3. Expand existing routes to create a well-connected, safe and joined up active travel network.
4. Encourage modal shift to active travel modes through a variety of initiatives focussed on encouraging and supporting behavioural change.

The majority of schemes the CPCA are proposing form part of our identified and prioritised LCWIP routes which are either at construction stage or at development stage. We have also considered some schemes which have come out of the recent district transport strategy and active travel strategy work which all support local development, public health, carbon reduction and economic development. We have selected schemes which will provide the much-needed rural and urban connections to carry out the everyday journeys to schools, employment, town centre facilities, public transport hubs and places of healthcare. We plan to create a well-connected, safe and inclusive active travel network that will become the 'go-to' travel option for local journeys.

Q8. If you have updated your LCWIP (or equivalent plan) since the Self-Assessment return in August 2022 please provide a weblink below.

If you have not updated, please leave blank.

<https://www.cambridgeshire.gov.uk/residents/travel-roads-and-parking/transport-plans-and-policies/cambridgeshires-local-cycling-and-walking-infrastructure-plan-lcwip>

Q9. Please describe how you will consider protected groups for the programme of schemes you are bidding for (max 500 words).

Please answer in a brief, bullet point format where possible

Your response should include details of the following: How you intend to identify the protected groups who may be impacted by the schemes outlined in your bid? How you intend to consult and implement feedback from these groups? How will you ensure that you have fully assessed the impact of the scheme on protected groups? How will you ensure that accessibility requirements will be met? This should include accessibility throughout construction and the impact on the wider area. Any evidence of how this has been achieved previously will be valuable in supporting this narrative.

We will carry out an Equalities Impact Assessment of each scheme at the detailed design stage. This will help us identify the protected groups who will be impacted from the scheme. Where possible we will contact existing groups such as Camsight and engage through existing channels such as the Cambridge City Council Disability panel.

At each stage of the project, we will consult with key stakeholders, including protected groups to ensure that any feedback regarding accessibility has been incorporated satisfactorily into the scheme design and delivery.

Evidence:

Mill Road (modal filter) – engagement with disability groups and blue badge holders.

Active Travel Tranche 2 – going through all the schemes with the Disability Panel.

Please see link to:

Equality Impact Assessment – Active Travel Strategy - <https://www.cambridgeshire.gov.uk/asset-library/Equality-Impact-Assessment-Active-Travel-Strategy.pdf>

Equality Impact Assessment – LCWIP (this document can be available upon request)

Bid conditions

Q10. As outlined in the bid invitation letter, to be eligible for funding, all schemes must be supported by local authority leaders.

Do all the schemes being submitted for your transport authority have specific support from your authority leaders?

Yes

Q11. All schemes must be developed in consultation with local communities. This does not mean that the bid itself needs to be put out to consultation. Effective consultation is a condition of funding and may result in the downgrading of your authority's self-assessment tier rating if not fulfilled.

Do you confirm your authority's commitment to consult on all schemes proposed for funding?

Yes

Q12. Do you confirm that you will give due regard to the needs of protected groups defined by The Equality Act 2010, and your commitment to undertaking an equality impact assessment of the measures outlined in your bid?

Yes

Bid conditions

Q13. Do you agree with the following declaration?

I confirm I have read and understood all the details in the accompanying letter, including the terms and conditions.

I confirm that the Senior Responsible Officer and the Section 151 Officer (or equivalent with delegated authority) have also read and understood the letter.

I declare that the information given is, to the best of my knowledge, correct.

I understand that funding is conditional on the Section 151 Officer's confirmation that the schemes offer value for money.

I confirm that the authority will have all the necessary statutory powers in place to ensure the planned timescales in the application can be realised.

I confirm that schemes will have the appropriate design review and assurance, to be managed by ATE.

I confirm that I have read and understand commitments to monitoring and evaluation.

I declare that the cost estimates are accurate to the best of my knowledge and that the authority: has allocated sufficient budget to deliver the scheme(s) on the basis of its proposed funding contribution; accepts responsibility for meeting any costs over and above the Active Travel England contribution requested, including potential cost overruns and the underwriting of any funding contributions expected from third parties; accepts responsibility for meeting any ongoing revenue and capital requirements in relation to the scheme(s) accepts that any additional funding required to complete the scheme will be subject to approval via the Active Travel England change control process; and confirms that the authority has the necessary governance/assurance arrangements in place. I also understand Active Travel England may request further details as to the scheme(s) and costs therein.

Yes

Q14. Please provide any further details or clarification of your submission that you wish Active Travel England to consider (max 250 words) *

We have prioritised our schemes based on the indicative allocated funding to the CPCA. We have also included schemes which are at development stage which we are confident we would be able to deliver in the 2023/2024 financial year.

In order to ensure a continued pipeline of schemes for delivery in future years, and mindful that initial indications that this funding round was initially envisaged to be for a multi-year settlement, it is important that any allocation includes funding for schemes that are at the development stage.

End of submission

Q15. You are about to submit your response. Please confirm you are happy to submit.

Yes

Transforming Cities Fund Replacement Projects

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	22 nd March 2023
Public report:	Yes
Lead Member:	Mayor Dr Nik Johnson
From:	Tim Bellamy, Interim Head of Transport
Key decision:	Yes
Forward Plan ref:	KD2023/009
Recommendations:	<p>The Cambridgeshire and Peterborough Combined Authority Board is recommended to:</p> <ul style="list-style-type: none">a) Approve the drawdown of £2,500,000 from 'subject to approval budget' to 'approved budget' from the TCF fund for Centre of Green Technology;b) Approve the drawdown of £2,860,000 from 'subject to approval budget' to 'approved budget' from the TCF fund for the Capital Replacement Schemes;c) Approve transfer £3,441,880 from 'subject to approval budget' to 'approved budget' from the Fengate Access Study to A1260 Junction 32 / 3 project; andd) Delegate authority to the Interim Head of Transport in consultation with the Chief Finance Officer and Monitoring Officer to enter into a Grant Funding Agreement for the Centre Green Technology (Inspire Education Group), TCF Capital Replacement Schemes (CCC) and A1260 Junction 32/3 (PCC).

Voting arrangements: Recommendations a) - d) require 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 or Peterborough City Council, or their Substitute Members.

Item 6.5

1 Purpose

- 1.1 This paper seeks approval on drawdown of funds from 'subject to approval' to 'approved' for Centre of Green Technology and TCF (Transforming Cities Fund) Capital Replacement Schemes. As well as transfer and seek approval for funds to be moved from 'approved to subject' to approval' from Fengate Access Study to A1260 Junction 32 / 3 project.

2 Background

TCF Capital Replacement Schemes

- 2.1 The Transport and Infrastructure Committee in November 2022 recommended that Combined Authority Board on the 30th November approved the Capital Replacement Schemes from the TCF budget. This revised programme was approved unanimously by the Board. The projects approved are shown in the Table 1 below.

Scheme	Cost (£m)	District/City
Centre for Green Technology	£2.500	Peterborough
County-wide speed reduction	£0.800	County-wide
Smaller Road Safety Measures including School Streets	£0.100	County-wide
The Brook Crossing, Sutton	£0.225	ECDC
Northstowe Park and Ride Link	£0.500	SCDC
Mill Road, Cambridge	£0.150	CCiC
East Park Street Crossings, Chatteris	£0.260	FDC
Carlyle Road Crossing	£0.225	CCiC
A603 Barton Rd - Driftway Junction	£0.400	CCiC
Addenbrookes Roundabout	£0.200	CCiC
	£5.360	

Table 1 – TCF Capital Replacement Schemes

- 2.2 The Green Technology Centre will be a new building at Peterborough College, part of the Inspire Education Group. This project seeks support to deliver a three-storey specialist educational building at Peterborough College to provide qualifications for students aged 14 to adult. The building equates to approximately 10% of the site's GIFA. The curriculum offer will cover motor vehicle and construction areas, providing specific green technologies skills for the current and future workforce. The need for both the building and the new curriculum offer has been clearly demonstrated in the business case written by independent consultants for the Peterborough Town's Fund. The construction of the new building will start in 2023 of which this funding will contribute towards.
- 2.3 The other schemes in Table 1 are delivered by Cambridgeshire County Council (CCC) and Table 2 below details the scheme information

Parish	Location	Works Description	Project Stage
Countywide 20mph limits			
Cambridge	TBC	20mph limit / zone	Feasibility
Wisbech	Town wide	20mph limit / zone	Feasibility
St Neots	Town wide	20mph limit / zone	Feasibility
March	Town wide	20mph limit / zone	Feasibility
Huntingdon	Town wide	20mph limit / zone	Feasibility
Whittlesey	Town wide	20mph limit / zone	Feasibility
Chatteris	Town wide	20mph limit / zone	Feasibility
Ramswy	Town wide	20mph limit / zone	Feasibility
St Ives	Town wide	20mph limit / zone	Feasibility
Soham	Town wide	20mph limit / zone	Feasibility
Littleport	Town wide	20mph limit / zone	Feasibility
Cambourne	Parish wide	20mph limit / zone	Feasibility
Hilton & Impington	Parish wide	20mph limit / zone	Feasibility
Countywide - School Streets			
Various	Various	Road safety measures - School streets	Feasibility
Various	Various	Road safety measures - School streets	Feasibility
Various	Various	Road safety measures - School streets	Feasibility
Countywide - Standalone Projects			
Chatteris	Park St / East Park St	2 no Zebra crossing	Feasibility
Cambridge	Carlyle Road	Controlled Crossing	Detailed Design
Sutton	The Brook	Controlled Crossing	Detailed Design
Cambridge	Mill Road	Modal Filter	Detailed Design
Northstowe	NA (bus road)	Cycling & Walking links	Final Account
Cambridge	A603 Barton Road	NMU improvements at Driftway Junction and along A603	Target Costing
Cambridge	Addenbrookes rab	Cycle permeability & Road Safety	Pre-lim Design

Table 2 – CCC Scheme information

A1260 Junction 32-3

2.4 The Combined Authority Board on the 25th January 2023 approved:

- The drawdown of £5,850,000 from the subject to approval line in the MTFP to begin construction; and
- Approved £3,441,880 from the Transforming Cities Fund programme also for construction of this scheme.

2.5 The £3,441,880 that was approved in January 2023 will come from the Transforming Cities Fund programme, specifically from the project underspends from Fengate Phase 1. Fengate Phase 1 has descope the Storeys Bar Rd scheme due to nonalignment with Transforming Cities Fund timescales. This has saved cost which is available for use within this project. To commence work on the project we are seeking approval to drawdown the funds from 'subject to approval budget' to 'approved budget'.

3 Significant Implications

3.1 N/A.

4 Financial Implications

4.1 Approve the drawdown of £2,500,000 from 'subject to approval budget' to 'approved budget' from the TCF fund for Centre of Green Technology.

4.2 Approve the drawdown of £2,860,000 from 'subject to approval budget' to 'approved budget' from the TCF fund for the remaining Capital Replacement Schemes shown in paragraph 2.1, table 1.

4.3 Approve transfer £3,441,880 from 'subject to approval budget' to 'approved budget' from the Fengate Access Study to A1260 Junction 32 / 3 project.

5 Legal Implications

5.1 N/A.

6 Public Health Implications

6.1 Key components of the TCF objective assessment included an understanding around how the potential capital replacement schemes would improve access to good jobs and skills, as well as tackling air pollution (quality).

7 Environmental and Climate Change Implications

7.1 Key components of the TCF objective assessment included an understanding around how the potential capital replacement schemes would encourage an increase in journeys made by low-carbon and sustainable modes; and tackling air pollution (quality).

8 Other Significant Implications

8.1 N/A

9 Appendices

9.1 N/A

10 Background Papers

10.1 [Combined Authority Board reports 30 November 2022](#)

10.2 [Combined Authority Board report 25 Jan 2022](#)

11 Accessibility

11.1 An accessible version of the information contained in this report is available on request from democratic.services@cambridgeshire.gov.uk



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Agenda Item No: 6.6

Peterborough Station Quarter

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	22nd March 2023
Public report:	Yes
Lead Member:	Mayor Dr Nik Johnson
From:	Tim Bellamy, Interim Head of Transport
Key decision:	Yes
Forward Plan ref:	KD2023/003
Recommendations:	<p>The Cambridgeshire and Peterborough Combined Authority Board is invited to:</p> <ul style="list-style-type: none"> a) Subject to approval from the Department for Transport of the business case, (see award letter in section 9.2), accept the Funding offer letter upon notification of funding from the Department for Levelling up, Housing and Communities (DLUHC). The authority has provisionally been awarded the sum of £47,850,000 for Peterborough Railway Station Quarter Project which is intended to be spent between 2023 – 2026. b) Subject to acceptance of the grant offer letter, approve the release of funding of £47,850,000, funding to be released in phased stages of up to £5 million at a time to Peterborough City Council to enable the development of the Business Cases and construction of the station improvements and local area. c) Provide regular updates to the Combined Authority Board each time a £5 million spend has been made from the available funding. d) Delegate the authority to the Interim Director of Place and Connectivity to enter into a Grant Funding Agreement with

Peterborough City Council in consultation with the Chief Finance Officer and Monitoring Officer. ^{Item 6.6}

Voting arrangements: For recommendations a) - d) 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 or Peterborough City Council, or their Substitute Members.

1. Purpose

- 1.1 Following the Combined Authority securing the funds for Peterborough Station Quarter, Peterborough City Council (PCC) are leading on its development. With the assistance of strategic partners such as Network Rail and London North Eastern Railways (LNER), PCC are looking to prepare a Strategic Outline Business Case (OBC). The implementation of the scheme will support investment proposals for Peterborough Railway Station and the rejuvenation of this particular part of the city.
- 1.2 In 2022, as the Strategic Transport Authority, the Combined Authority made a successful bid through to the Department for Levelling up, Housing and Communities, for the majority of the funding for this project. A copy of the 2023 award letter is included within the appendices to this report.

2. Background

- 2.1 Through close working with the Peterborough City Council (PCC), the Combined Authority sought and secured funding for the first phase of the project via a second-round bid to the Department for Levelling Up, Housing and Communities.
- 2.2 The funding is ring-fenced and can only be spent on the Station Quarter regeneration. It will now be released by the Government to allow the Peterborough Station Enhancements and Connectivity project to move forward. Additional match funding to bring the total funds up to approximately £65million is expected to come from PCC and other partners, enabling future private investment in commercial and residential development as a further phase of the Station Quarter programme.
- 2.3 The project involves creating a new western entrance to the station with a car park – to create a double-sided station – with a new wider footbridge over the train lines. This will alleviate pressure on city centre roads, making it easier and safer to travel around the city by bicycle. Green areas with biodiversity, community spaces and better connections to the city centre will make it safer and more attractive for bikes and pedestrians. To summarise the scope of the work is focused on addressing operational needs by improving passenger facilities and customer experience with a station enhancements project consisting of the following:
 - Creation of a new gateway station through extension of existing assets and new build;
 - New and enhanced east station entrance;
 - Upgrade and replacement of existing footbridge;
 - New West station entrance easing passenger flows at peak commuting times and improving the operational efficiency of the Station as well as reducing congestion into the city from the west over Crescent Bridge;
 - Upgraded and extended platform canopies; and
 - Improved, safer and more direct walking and cycling connections to the city centre.
- 2.4 The project meets the overarching aims of the emerging Local Transport and Connectivity Plan, including having a significant economic impact on the city and regionally, as the city is already well connected to key areas of Eastern England and the rest of the UK. In addition, it will support Peterborough in attracting more knowledge-intensive and high-level employers through its transport links.

- 2.5 An outline business case and planning application will be submitted for the Peterborough Station Enhancements and Connectivity project next year. Construction work on the first phase could take place between 2024 and 2026, with wider development of the Station Quarter continuing up to 2028. The Combined Authority is currently working with PCC on the project management of the scheme to ensure timely and effective delivery. As part of this review consideration will be given to the relevant resources required to assist the Combined Authority and PCC.
- 2.6 The recent Combined Authority Active Travel 4 bid sought funding to improve the active travel connectivity to the new North West Rail Station.
- 2.7 Funding will be provided to Peterborough City Council to manage and co-ordinate the works.
- 2.8 Planned programme for spending of funding is to be on or before 2025/26 as allowed for by the LUF2 Prospectus on an exceptional basis. The key programme milestones are as follows but are subject to slippage awaiting Business Case Review by Government and are therefore indicative:
- Start of Outline Business Case – April 2023
 - Outline Planning Consent for Station Quarter Masterplan – July 2023
 - Start on Site for Station Connectivity Enhancements – January 2024
 - Full planning permission secured – March 2024
 - Completion of Station Connectivity Enhancements – June 2024
 - Detailed Design and Procurement for Main Works – July 2024
 - Full Business Case – September 2024
 - Lease Agreements Signed and Relocation of Existing Car Parking Spaces – October 2024
 - Start on Site for Main Works – January 2025
 - Completion of Station Access Enhancements – September 2025
 - Completion of New Western Entrance and Car Parking – December 2025
 - Completion of Eastern Station Improvements and New Footbridge – March 2026.
- 2.9 Elements of the Station Quarter scheme will continue beyond March 2026, particularly the relocation of the Network Rail MDU and the resulting commercial and residential development, but these elements are not being funded through LUF

3. Financial Implications

- 3.1 All Combined Authority funding for this project will be from levelling up grant. Subject to the approval of the business case by DfT and signing of a Grant Funding Agreement with PCC the estimated profile of expenditure on this project would be as follows:

2023/24	2024/25	2025/26	Total
£	£	£	£
4,388,500	21,665,500	21,796,000	47,850,000

- 3.2 The profile illustrates the planned spend profile over the forthcoming financial years.

4. Legal Implications

- 4.1 There will be agreements in place between Combined Authority and PCC in the form of a Grant Funding agreement (GFA). PCC will be managing the funding from third parties and will have contracts directly with these organisations, including Network Rail.

5. Public Health Implications

- 5.1 The proposed improvements, including a new station entrance to the North West will facilitate greater access to and from the improved Railway station infrastructure. There are plans to improve active travel and public transport connectivity facilities.
- 5.2 The project is expected to reduce carbon emissions through an increase in rail patronage and reduction in private vehicle use. The increase in rail patronage will be driven by improved station facilities, better access to the station by pedestrians, cyclists and buses, enhanced car parking, and new active travel connections between the station and the rest of Peterborough.

6. Environmental and Climate Change Implications

- 6.1 Peterborough Station Quarter is expected to reduce carbon emissions through an increase in rail patronage and reduction in private vehicle use. The increase in rail patronage will be driven by improved station facilities, better access to the station by pedestrians, cyclists and buses, enhanced car parking, and new active travel connections between the station and the rest of Peterborough.
- 6.2 A key part of the project is the provision of a new western station entrance and associated car parking facilities. The station is currently only accessed directly from the eastern side of the rail lines, including all car parking provision. This means that passengers accessing the rail station often need to travel further than is necessary, adding to walking and cycling distances and increasing highway congestion and carbon emissions.
- 6.3 In addition, low carbon technology will be used through the project's design, construction, and operational phases. The intention is to work closely with our project partners and their procurement specialists to ensure that carbon emissions throughout the design stage are carefully considered and designed out where possible embracing the principles of the circular economy.
- 6.4 Currently, surface car parking facilities make up approximately 48,000m² of space in the vicinity of Peterborough Station. This constitutes a large area of paved surfaces, void of any aspects of natural capital.
- 6.5 This project aims to consolidate these surface car parks to unlock this land for other uses. This will allow the incorporation of natural capital elements into the design – particularly into the proposed public realm features.
- 6.6 The project team is aware of the upcoming requirements in the Environment Act 2021 to mandate a 10% measurable increase in biodiversity post development and the recommendations of the Independent Commission on Climate accepted by the Combined Authority to consider biodiversity net gain targets higher than the proposed mandatory

minimum, recognising that the area is one of the most nature depleted in the country and therefore needs to kick-start its recovery faster than other areas. ^{Item 6.6}

- 6.7 The project will seek to ensure this requirement is met with a significant measurable improvement in comparison to what is currently located within the vicinity of the station. These elements may include the planting of trees/vegetation and provision of landscaped green spaces specifically designed to benefit the biodiversity in the vicinity of this location.

7. Other Significant Implications

- 7.1 This project has an overall objective to improve the connectivity and open up the development potential both in and around Peterborough Railway Station. Making a new access into the railway station, improvements to the internal layout and footbridge of the railway station, along with the relocation of a railway maintenance facility, opens up the development potential and connectivity of the transport connectivity to the City and all around the footprint of Peterborough Station Quarter.
- 7.2 This phase of the project is intended to be the first of many future schemes to develop the connectivity of the Railway station to the City of Peterborough and the University of Peterborough (ARU Peterborough).

8. Appendices

- 8.1 There are no appendices.

9. Background Papers

- 9.1 Link to previous Strategic Outline Business Case (SOBC) stage funding approval to the Business and Skills team.
[Document.ashx \(cmis.uk.com\)](#)
- 9.2 Letter dated 19th January 2023 received from department for Levelling up ,Housing and Communities. Available on request from
Democratic.Services@cambridgeshirepeterborough-ca.gov.uk

10. Accessibility

- 10.1 An accessible version of the information contained in this report is available from
democratic.services@cambridgeshirepeterborough-ca.gov.uk



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Agenda Item No: 6.7

Lancaster Way Non-Motorised User Crossing

To: Cambridgeshire and Peterborough Combined Authority Board

Meeting Date: 22nd March 2023

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

Lead Member: Mayor Dr Nik Johnson

From: Tim Bellamy, Interim Head of Transport

Key decision: No

Forward Plan ref: n/a

Recommendations: The Cambridgeshire and Peterborough Combined Authority Board is recommended to:

- a) Approve the drawdown of £100,000 from subject to approval budget to approved budget for an options study to be carried out to investigate the opportunity for crossing; and
- b) Delegate authority to the Interim Head of Transport in consultation with the Chief Finance Officer and Monitoring Officer to enter into Grant Funding Agreements with Cambridgeshire County Council.

Voting arrangements: Recommendations (a) - (b) require 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 or Peterborough City Council, or their Substitute Member.

1 Purpose

- 1.1 Cambridgeshire County Council (CCC) has recently successfully carried out highway improvements to the roundabouts at Lancaster Way. Following the completion of these works, concerns have been raised about the crossing of the new layout. CCC Highways have asked for a team to be appointed and they will manage a consultant to carry out a feasibility study for a non-motorised user crossing of the existing roundabout adjacent to the BP filling station and Lancaster Way. Therefore, the Committee are asked to recommend to the Combined Authority Board to approve the drawdown of £100,000 from subject to approval budget to approved budget for an options study to be carried out to investigate the opportunity for crossing

2 Background

- 2.1 CCC have recently completed modifications to the roundabout at Lancaster Way and there have been concerns raised for a safe crossing for pedestrians, cyclists, and non-motorised users to cross this junction.
- 2.2 The funding sought for this project is intended to engage with CCC via a Grant Funding Agreement (GFA) to enable them to manage and appoint a consultant to investigate and produce a report for potential options, surveys, cost and risks to alleviate this problem.



Figure 1: Aerial picture of Lancaster Way roundabout

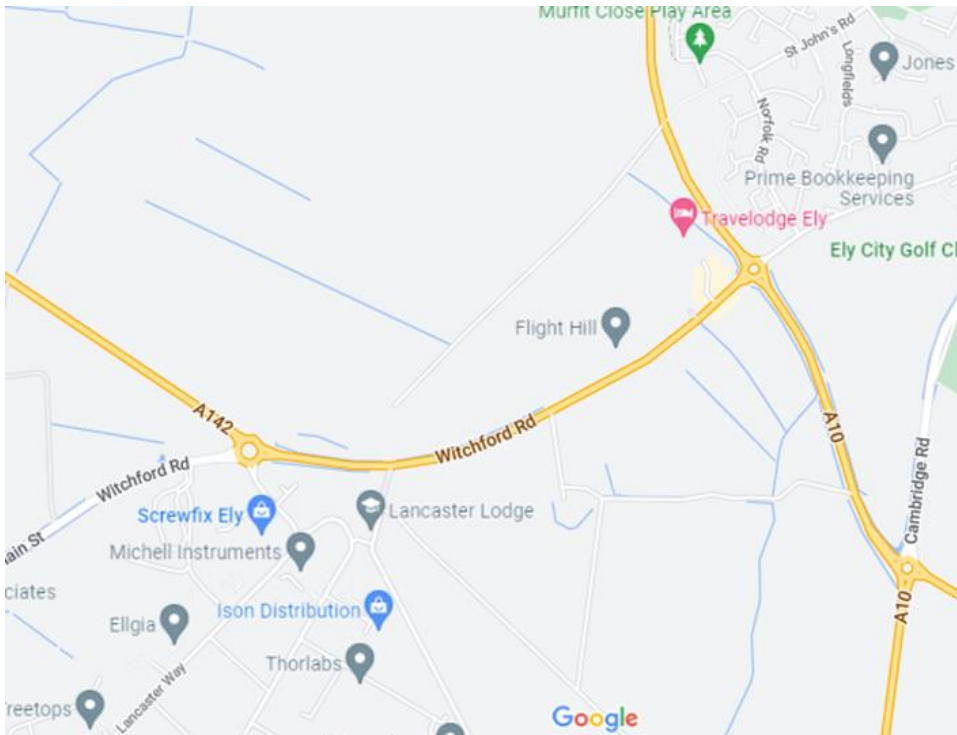


Figure 2: Map showing the location of the Lancaster Way roundabout

2.3 Further information on the scheme is included within Appendix 1 the provides the scope of the work.

2.4 It will be essential that the works to improve this junction for the non-motorised users continues to align with any funding the Combined Authority is in receipt of, following its recent Active Travel Tranche 4 bid to Active Travel England (ATE). One of the schemes submitted for funding was the Ely to Witchford cycle link and therefore if ATE funding is secured it will be important to ensure the two projects are complementary in terms of design, delivery, and implementation.

Significant Implications

3 Financial Implications

3.1 To draw down £100,000 of subject to approval revenue budget from the active travel allocation.

4 Legal Implications

4.1 There are no legal implications for this project.

5 Public Health Implications

5.1 In order to improve both public health, accessibility, and active travel this study will enable potential options to be consider further as a business case for future development of a non-

motorised user access at this location. (see full details within section 8.1 appendix)

Item 6.7

6 Environmental and Climate Change Implications

6.1 Key environmental considerations will be considered as part of the outputs of options as part of this study.

7 Other Significant Implications

7.1 There are no other significant implications known at this point in time.

8 Appendices

8.1 Exempt Appendix - Scope provided by Consultant

9 Background Papers

9.1 There are no background papers to this submission



Part 7: Recommendations from Skills Committee – 6 March 2023

Agenda Item 7.1:	Skills Grant Funding allocations and policy changes for 2023-24 (KD2022/076)
Recommendation(s):	<p>The Combined Authority Board is recommended to:</p> <ul style="list-style-type: none"> a) approve the Adult Education Budget and Free Courses for Jobs funding allocations to Learning Organisations for the 2023/24 and 2024/25 academic years as set out in Appendix A to this report. b) approve the Multiply funding allocations to Learning Organisations for the 2023/24 and 2024/25 financial years as set out in Appendix A to this report. c) delegate authority to the Interim Associate Director for Skills in consultation with Chief Finance Officer and Monitoring Officer to sign Grant Funding Agreements with the Learning Organisations set out in Appendix A to this report for the 2023/24 and 2024/25 academic years in respect of the Adult Education Budget and Free Courses for Jobs and the financial years 2023/24 and 2024/25 for Multiply d) delegate authority to the Interim Associate Director for Skills to vary grant funding agreements based on performance by up to 25 per cent of the value in 2023/24 and 2024/24 for AEB, Free Courses for Jobs (FCFJ) and Multiply e) approve the proposed devolved funding policy changes set out in Appendix C this report, for the 2023/24 academic year to increase funding for learning organisations and implements the national changes for 2024/25, as set out in Appendix B. In addition, to approve the 'Earnings Boost' policy that ESFA announced on 1 March 2023, in-year for the current academic year 2022/23 and for 2023/24, to match funding policy in non-devolved areas.* f) approve the increase to the AEB top slice from 3.4% to 5%.

	<p>*Bold text denotes an additional officer recommendation made since the Skills Committee meeting on 6th March 2023 to include the Department for Education's (DfE) 'Earnings Boost' policy. This is due to a national funding change made by the DfE after the Skills Committee Papers had been published. Officers do not wish to disadvantage colleges and providers operating in devolved areas.</p>
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>
Purpose:	<p>To seek the approval of the Combined Authority Board to:</p> <ul style="list-style-type: none"> • Approve funding allocations from the devolved Adult Education Budget totalling £10,300,000 and Free Courses for Jobs totalling £725,000 for each of the academic years 2023/24 and 2024/25. • Approve funding allocations from Multiply totalling £1,100,000 for each of the financial years 2023/24 and 2024/25. • Delegate authority to the Interim Associate Director for Skills to sign grant funding agreements with Learning Organisations set out in Appendix A and authority to vary, based on performance for up to 25 per cent of the value as required. • Approve the adoption of the banded skills funding policy change being implemented by the Department for Education in 2024/25 and the local flexibilities in Appendix C. In addition, to approve the 'Earnings Boost' policy that ESFA announced on 1 March 2023, in-year for the current academic year 2022/23 and for 2023/24, to match funding policy in non-devolved areas. • Approve the increase to the AEB top slice to 5%.
Strategic Objectives:	<p>This work is primarily aligned to achieving Ambitious Skills and Employment Opportunities and will help achieve a number of outcomes measures within the Corporate Strategy. In addition our targeted AEB devolved budget will support achieving the other three strategic priorities:</p> <ul style="list-style-type: none"> • Achieving Good Growth • Increased connectivity • Enabling Resilient Communities

Skills Committee report and appendices:	Skills Committee 6 March 2023 - Item 2.1 - Adult Education Budget grant funding allocations and policy changes for the 2023/24 academic year Item 2.1 - Appendix A - Proposed allocations for 2023-24 Item 2.1 - Appendix B - National AEB funding policy changes Item 2.1 - Appendix C - Local funding changes for 2023-24
Background papers and supporting documents:	DfE Policy Changes to Adult Skills Funding Rates

Agenda Item 7.2:	Expansion of the Careers Hub
Recommendation(s):	<p>The Combined Authority Board is recommended to:</p> <ul style="list-style-type: none"> a) accept the grant funding offer on the notification of funding from the Careers and Enterprise Company (CEC) for the continuation of the Careers Hub. Grant funding is expected to be in the sum of approximately £292,000 for the financial year 2023/2024. b) accept future grant funding that is awarded by the Careers and Enterprise Company (CEC) in addition to core funding, up to the value of £95,000 for projects aligned to strategic priorities. c) allocate 5 months of CEC funding to part-fund the 4 full-time equivalent (FTE) roles within the Growth Works service for the period of August to December 2023. d) allocate £112,000 of Corporate Rapid Response Funding as match funding for the period of January to August 2024 as Growth Works funding ceases and the start of UK Shared Prosperity Funding. e) delegate authority to the Interim Associate Director of Skills, in consultation with the Chief Finance Officer and Monitoring Officer, to enter into contracts and grant funding agreements.
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>

Purpose:	<p>Funding from the Careers and Enterprise Company (CEC) for the Careers Hub is allocated on an annual basis. The Combined Authority anticipates notification of this funding in Q2 of 2023 for the 2023/24 academic year and is seeking permission to accept and allocate this funding. Whilst a funding value has not yet been confirmed, it is expected to be approximately £292,000.</p> <p>The report to the Skills Committee highlights the funding implications of the delivery of the Careers Hub and succession plans following the anticipated ending of the Growth Works contract from December 2023 and the requirement to access the Skills Rapid Response Fund. It also anticipates the opportunity for additional funding from CEC outside of core funding.</p>
Strategic Objectives:	This work is primarily aligned to achieving Ambitious Skills and Employment Opportunities and will help achieve a number of outcomes measures within the Corporate Strategy.
Skills Committee report	Skills Committee 6 March 2023 - Item 2.2 - Expansion of the Careers Hub
Background papers and supporting documents:	Combined Authority Board 8 June 2022 - Item 3.5 - Expansion of the Careers Hub

Agenda Item 7.3:	Growth Works Performance Review
Recommendation(s):	The Combined Authority Board is recommended to note the Growth Works Programme Year Two Review and Performance Data to Q8 (16 December 2022).
Voting arrangements:	For noting only. No vote required.
Purpose:	To provide an update on Growth Works Year 2 Annual Programme Review and Programme performance data to Quarter 8 (Yr2) covering the period to December 2023.
Strategic Objectives:	This work is primarily aligned to Achieving Good Growth and Ambitious Skills and Employment Opportunities and will help achieve a number of outcomes measures within the Corporate Strategy.
Skills Committee report and appendices:	Skills Committee 6 March 2023 - Item 3.1 - Growth Works Performance Review

	<p>Appendix 1 – Growth Works Programme Year 2 Annual Performance Review</p> <p>EXEMPT Appendix 2 - Growth Works Net Promoter Score Quarter 8 (Oct-Dec 2022).</p> <p>This report contains an appendix which is exempt from publication under Part 1 of Schedule 12A of the Local Government Act 1972, as amended, in that it would not be in the public interest for this information to be disclosed (information relating to the financial or business affairs of any particular person (including the authority holding that information)).</p> <p>The public interest in maintaining the exemption is deemed to outweigh the public interest in publishing the appendix.</p>
Background papers and supporting documents:	<p>Quarter 7 Performance Update Report (Skills Committee - Item 2.5).</p>

Agenda Item 7.4:	Shared Prosperity Fund Implementation Plan
Recommendation(s):	<p>The Combined Authority Board is recommended to:</p> <ul style="list-style-type: none"> a) approve the UK-SPF Implementation Plan. b) delegate authority to the Executive Director for Economy & Growth to approve in consultation with local authority partners, the Chief Finance Officer and Monitoring Officer the changes set out at 3.3 of the Skills Committee report. c) delegate authority to the Executive Director for Economy & Growth to approve in consultation with local authority partners, the Chief Finance Officer & Monitoring Officer for Minor Changes as set out in Appendix 1a and supported by the DLUHC Guidance included in the Appendix 1b. d) delegate authority to the Executive Director for Economy & Growth to approve in consultation with the Chief Finance Officer & Monitoring Officer to enter into Grant Funding Agreements associated with the projects set out in the Implementation Plan.
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>

Purpose:	<p>The report to the Skills Committee provides an update on the UK-Shared Prosperity Fund (SPF). This includes progress to January 2023 on:</p> <ul style="list-style-type: none"> • Development of detailed project applications and subsequent due diligence. • Development of contract documentation. • Development of the Implementation Plan. • Governance of the Implementation plan and performance reporting.
Strategic Objectives:	<p>This work is primarily aligned to Achieving Good Growth and Ambitious Skills and Employment Opportunities and will help achieve a number of outcomes measures within the Corporate Strategy.</p>
Skills Committee report and appendices:	<p>Skills Committee 6 March 2023 - Item 2.3 - UK Shared Prosperity Fund Skills Strategic projects</p> <p>Item 2.3 - Appendix 1a - UKSPF Implementation Plan</p> <p>Item 2.3 - Appendix 1b - UKSPF reporting and performance management</p> <p>Item 2.3 - Appendix 2 - UKSPF Implementation Plan</p>
Background papers and supporting documents:	<p>UKSPF Investment Plan - CA Board 27 July 2022</p>

Appendix A: Proposed Adult Education Budget (AEB), Free Courses for Jobs (FCFJ) and Multiply funding allocations

TABLE A: Proposed Allocations for 2023/24

Learning Organisation	AEB 2023/24 academic year	FCFJ 2023/24 academic year	Multiply 2023/24 financial year	TOTAL
Bedford College	£ 150,000.00	£ 30,000.00	£ -	£ 180,000.00
Cambridge Regional College	£ 2,600,000.00	£ 120,000.00	£ 150,000.00	£ 2,870,000.00
Cambridgeshire County Council (Cambridgeshire Skills)	£ 2,000,000.00	£ 200,000.00	£ 200,000.00	£ 2,400,000.00
Inspire Education Group (Peterborough & Stamford Colleges)	£ 2,500,000.00	£ 150,000.00	£ 170,000.00	£ 2,820,000.00
North Hertfordshire College	£ 100,000.00	£ -	£ -	£ 100,000.00
Peterborough City Council (City College)	£ 1,650,000.00	£ 75,000.00	£ 405,000.00	£ 2,130,000.00
The College of West Anglia	£ 500,000.00	£ 50,000.00	£ 75,000.00	£ 625,000.00
West Suffolk College	£ 500,000.00	£ 100,000.00	£ 100,000.00	£ 700,000.00
Workers Education Association (WEA)	£ 300,000.00	£ -	£ -	£ 300,000.00
TOTALS	£ 10,300,000.00	£ 725,000.00	£ 1,100,000.00	£ 12,125,000.00

TABLE B: Proposed Allocations for 2024/25

It is proposed to maintain the same allocations for the 2024/25 academic year (and financial year for Multiply), **subject to DfE confirmation**. Local Learning Organisations are being provided with a two-year settlement to provide certainty over funding settlements and enable effective curriculum planning and resourcing.

Learning Organisation	AEB 2024/25 academic year	FCFJ 2024/25 academic year	Multiply 2024/25 financial year	TOTAL
Bedford College	£ 150,000.00	£ 30,000.00	£ -	£ 180,000.00
Cambridge Regional College	£ 2,600,000.00	£ 120,000.00	£ 150,000.00	£ 2,870,000.00
Cambridgeshire County Council (Cambridgeshire Skills)	£ 2,000,000.00	£ 200,000.00	£ 200,000.00	£ 2,400,000.00
Inspire Education Group (Peterborough & Stamford Colleges)	£ 2,500,000.00	£ 150,000.00	£ 170,000.00	£ 2,820,000.00
North Hertfordshire College	£ 100,000.00	£ -	£ -	£ 100,000.00
Peterborough City Council (City College)	£ 1,650,000.00	£ 75,000.00	£ 405,000.00	£ 2,130,000.00
The College of West Anglia	£ 500,000.00	£ 50,000.00	£ 75,000.00	£ 625,000.00
West Suffolk College	£ 500,000.00	£ 100,000.00	£ 100,000.00	£ 700,000.00
Workers Education Association (WEA)	£ 300,000.00	£ -	£ -	£ 300,000.00
TOTALS	£ 10,300,000.00	£ 725,000.00	£ 1,100,000.00	£ 12,125,000.00

Appendix B: National AEB Funding Policy Changes

1. National DfE Funding Changes

- 1.1 Following a second consultation during the Autumn, the DfE consulted on the reforms within 'Skills for jobs: [Implementing a new further education funding and accountability system](#)' and to date, have announced changes to the funding of adult skills:
- for academic year 2024/25, introduction of the Skills Fund (amalgamating AEB, FCFJ and 19-24 Traineeships)
 - for academic year 2023/24, introducing a new flexibility for funding 'innovative provision' into the adult education budget (AEB) funded by ESFA
 - for academic year 2024/25, introducing new 'banded' funding rates that will apply to the ESFA Skills fund which will encompass AEB
 - changes to Community Learning provision types, from four to eight.

These proposals are part of the further education (FE) funding and accountability reforms, aiming to maximise value for money by simplifying funding and focussing on employment outcomes that support better economic growth. The DfE expects that Learning Organisations will change their mix of provision to better meet skills needs and drive the economy. A formal response to the second DfE consultation is due in Spring 2023

1.2 The Skills Fund

The Combined Authority welcomes the introduction of the Skills Fund. We plan to rename and phase-out the name 'AEB' in our documents and reports over the 2023/24 academic year, in readiness for the new Skills Fund in 2024/25. We welcome the amalgamation of 19-24 Traineeships and will look to commission with existing learning organisations.

1.3 Flexibility for 3 per cent of AEB to be used for Innovative provision

Given the Combined Authority has already created a Local Innovation Fund (LIF) since the 2020/21 academic year, it is proposed **not** to adopt this policy, to allow up to three per cent of grant allocation for 'innovative' provision, in partnership with local employers, that meets emerging employer need. Existing arrangements for our LIF funding via the Skills Committee's governance, that align to our strategy will continue, with £500,000 allocated for the 2023/24 financial year.

1.4 Community Learning Objectives

Changes to the objectives for Community Learning will be implemented in 2024/25. We are continuing to work with Learning Organisations to improve the data collection for Community Learning via the Individualised Learner Record, for implementation in academic year 2023/24.

- 1.5 DfE propose to change the existing four provision types (Personal and Community Development Learning; Family English, Maths and Language; Wider Family Learning; and Neighbourhood Learning in Deprived Communities) and will instead collect data on the primary purpose of the provision. The seven new purpose types are based on the current Community Learning objectives, and are:

- Engaging and/or building confidence

- Preparation for further learning
- Preparation for employment
- Improving essential skills (English, ESOL, maths, digital)
- Equipping parents/carers to support children's learning
- Health and well-being
- Developing stronger communities

DfE will continue to identify family learning and a new field, 'Adult Family Learning', will capture this information. The Combined Authority supports the policy intent to improve reporting with clearer descriptors and the demonstration of impact of Community Learning.

We are in discussion with HOLEX and other Combined Authorities regarding the best approach to support our local Learning Organisations with the transition to the new system, which we support. We expect the new Community Learning descriptors and improved data capture, will improve reporting to the Skills Committee of the impact and benefit of Community Learning, but support for our learning organisations to implement this will be needed.

1.6 Banded funding rates

It is proposed to adopt the new banded funding rates for adult provision from 2024/25 when the Skills Fund is introduced. This will ensure that we are prepared for implementation by signalling our intentions to local Learning Organisations. The benefit of banded funding is to reduce administration and simplify the system for learning organisations, so they do not have to maintain separate funding systems.

1.7 There will be five new skills funding bands with sector subject areas (SSAs) at tier 2 level assigned to one of these bands. The [list of sector subject areas with the new skills funding bands and hourly rates](#), reproduced in Table 1 and 2 below, sets out the assignment for each SSA. Each of the skills funding bands will have its own hourly funding rate which will be used to calculate the funding for individual qualifications. DfE have set the new hourly funding rates so that the average base rate in the current system (that is the average funding before programme weighting is applied) through the new base rate of £6.00 per hour is maintained.

The SSAs in the higher funding bands are those in areas of greatest skills needs and/or with higher cost of delivery. DfE has modelled that the new funding rates will give these qualifications a significant funding boost.

Table 1: Skills funding rates by band

New skills funding band	Base	Low	Medium	High	Specialist
New hourly skills funding rate	£6.00	£7.20	£8.40	£9.60	£12.00

Table 2 - Sector subject areas with the new skills funding bands

SSA tier 2	SSA description	Skills funding band
1.1	Medicine and Dentistry	Medium
1.2	Nursing and Subjects and Vocations Allied to Medicine	Medium
1.3	Health and Social Care	Medium
1.4	Public Services	Low
1.5	Child Development and Well Being	Low
2.1	Science	Medium
2.2	Mathematics and Statistics	Low
3.1	Agriculture	Specialist/High
3.2	Horticulture and Forestry	Specialist/High
3.3	Animal Care and Veterinary Science	Specialist/High
3.4	Environmental Conservation	Medium
4.1	Engineering	High
4.2	Manufacturing Technologies	High
4.3	Transportation Operations and Maintenance	High
5.1	Architecture	Medium
5.2	Building and Construction	High
5.3	Urban, Rural and Regional Planning	Medium
6.1	ICT Practitioners	Medium
6.2	ICT for Users	Medium
7.1	Retailing and Wholesaling	Low
7.2	Warehousing and Distribution	Low
7.3	Service Enterprises	Low
7.4	Hospitality and Catering	Medium
8.1	Sport, Leisure, and Recreation	Low
8.2	Travel and Tourism	Base
9.1	Performing Arts	Low
9.2	Crafts, Creative Arts and Design	Medium
9.3	Media and Communication	Low
9.4	Publishing and Information Services	Low
10.1	History	Base
10.2	Archaeology and Archaeological Sciences	Low
10.3	Philosophy	Base
10.4	Theology and Religious Studies	Base
11.1	Geography	Low
11.2	Sociology and Social Policy	Base
11.3	Politics	Base
11.4	Economics	Base
11.5	Anthropology	Base
12.1	Languages, Literature and Culture of the British Isles	Base
12.2	Other Languages, Literature and Culture	Base
12.3	Linguistics	Base
13.1	Teaching and Lecturing	Low
13.2	Direct Learning Support	Low
14.1	Foundations for Learning and Life (excluding Functional Skills)	Base
14.2	Preparation for Work	Base
15.1	Accounting and Finance	Low
15.2	Administration	Base
15.3	Business Management	Low
15.4	Marketing and Sales	Base
15.5	Law and Legal Services	Base

Note: For Ofqual regulated individual qualifications, the funding rates can be determined by multiplying the hourly rate for the SSA, by the guided learning hours (GLH) the awarding organisation assigned to the qualification.

1.8 Policy Exceptions to the DfE Banded Funding:

The following exceptions will remain for some qualifications given their policy importance:

- English GCSE is included within the low funding band rather than the base funding rate band
- Functional skills in English entry level, level 1 and level 2, will continue to receive a current policy rate of £724
- Functional skills in maths entry level, which will be funded at the current policy rate of £941, and level 1 and level 2 at £724
- Functional skills in ICT currently have a policy rate of £336 which will end on 31 July 2023. We will treat the new digital qualification as if it is in the ICT for users SSA from 2024 to 2025, meaning the funding rate for the new digital functional skills qualifications will increase to £462.

Access to higher education will be funded in line with the new skills funding rates according to the SSAs the qualifications are in.

6.1 Appendix C – Local Funding Changes for 2023/24

The following changes to funding policy are proposed for the 2023/24 academic year:

1. Proposed increase to the AEB Top Slice from 3.4% to 5%
2. Implementing a 10% funding uplift for Essential Skills and First Level 2 qualifications
3. Doubling local disadvantage uplift for deprived areas from 4% to 8%
4. Increasing the threshold of the Low Wage Scheme to £22,000
5. Increasing the Care Leavers Bursary to £1,500 from £1,200.

AEB PROGRAMME MANAGEMENT – 'TOP-SLICE'

Currently, 3.4% of the Adult Education Budget (AEB) is utilised for programme delivery of devolved functions within the Combined Authority. This is used to fund four full time equivalent posts and recharges for corporate functions to manage the programme. In addition, data analysis, provider audit and quality assurance, marketing, and communications.

Given the Combined Authority's corporate Improvement Plan and increased regulatory expectations of funders and stakeholders and internal quality processes, additional staffing resourcing is required to discharge these duties effectively to the standard required. Members are requested to approve the increase to the top slice for 2023/24 academic year onwards as shown below:

Academic year	AEB Allocation	Top-slice	Programme Management
2022/23	£11,977,722	3.4%	£407,242
2023/24	£12,054,361	5%	£602,718

Cambridgeshire and Peterborough receive the smallest AEB allocation of all Mayoral Combined Authorities at c£12m. West of England Combined Authority is the closest at c£15m, with a top-slice of 4% and with less learning organisations to manage.

Implement a 10% increase to Essential Skills qualifications and First Full Level 2

For 2023/24 academic year, it is proposed to introduce an additional 10% uplift to Adult Skills funding under at least one of the following categories:

- All first full level 2s under the legal entitlement
- All English and maths learning which is fully funded under the legal entitlement plus Basic Skills English and maths qualifications

FIRST FULL LEVEL 2

The following table shows the number of enrolments and amount of additional funding generated by applying a 10% uplift to all those learning under the First Full Level 2 Legal Entitlement.

Proposed Change applied to 2021/22 Funding – 10% Uplift to funding generated by learning under the First Full Level 2 Entitlement			
Number of Applicable Enrolments	Additional Adult Skills Funding Generated	Total Adult Skills Funding spent on First Full Level 2	% Increase due to policy change
40	£9,987.13	£123,141.00	+9%

The additional 10% uplift would have generated £9,987.13 additional funding. However, it is expected that this policy will provide additional funding for full level 2, encouraging learning organisations to increase provision for first full level 2.

ENGLISH AND MATHS – ALL BASIC SKILLS

The following table shows the number of aims and amount of additional funding generated by applying a 10% uplift to all those taking an English or Maths basic skills qualification, including those which fall under the legal entitlement

<i>Proposed Change applied to 2021/22 Funding Values – 10% uplift to funding generated by all English and Maths Basic Skills Qualifications</i>				
Basic Skills Category	Number of Enrolments	Additional Adult Skills Funding Generated	Total Adult Skills Funding spent on English and Maths Basic Skills – With Change	% Increase due to policy change
English	1,172	£78,123.88	£898,077.85	+10%
Maths	988	£60,819.97	£719,502.97	+9%
Total	2,160	£138,943.85	£1,617,580.82	+9%

Overall, the change would have generated £138,943.85 additional Adult Skills spend. 56% of this spend would have been on English basic skills.

For planning purposes, given the strategic focus to increase the number of residents with first full level 2, English and maths, it is estimated the funding uplifts could generate c£250,000 extra funding for learning organisations in 2023/24.

- **Doubling local disadvantage uplift for deprived areas from 4% to 8%**

A disadvantage uplift for those living in the more relatively deprived areas of the country is based on the Indices of Multiple Deprivation 2019 and is applied to the Lower Layer Super Output areas defined by the 2011 Census.

- For 2021/22, within Cambridgeshire and Peterborough 165 Lower Layer Super Output Areas (LSOAs) have some form of disadvantage uplift (34% of all Cambridgeshire and Peterborough LSOAs). Out of these 52 are in Fenland (95% of all Fenland LSOAs), 70 are in Peterborough (63% of all Peterborough postcodes)
- An area cost uplift for those areas which have a higher-than-normal cost of delivery - All of the postcodes within the Cambridgeshire and Peterborough Area have an Area Cost Uplift of 1.02.

From the 2021/22 academic year Cambridgeshire and Peterborough increased the disadvantage uplift to those who live in the 30% most relatively deprived areas overall and 40% most relatively deprived areas for Adult Skills by four percentage points above the Education and Skills Funding Agency set values.

This affects all Adult Skills Funded learning aims starting in that academic year and later. It does not include those aims which are part of the Free Courses for Jobs offer where the original Education and Skills funding agency value for the uplift is used.

For the 2022/23 Academic Year Cambridgeshire and Peterborough will propose to double this uplift for these same areas to 8 percentage points higher than the Education and Skills Funding Agency values.

APPLICABLE AREA OF CAMBRIDGESHIRE AND PETERBOROUGH

The following table shows what proportion of 2011 Census Lower Layer Super Output Areas (LSOAs) across the CPCA area are applicable for the Disadvantage Uplift in 2021/22

Lower Layer Super Output Areas (2011) where the CPCA Disadvantage Uplift Applies					
District	All LSOAs (2011)		LSOAs (2011) for CPCA Disadvantage Uplift		
	Number of LSOAs (2011)	% of Total LSOAs (2011) in CPCA Area	Number of LSOAs (2011)	% of Total LSOAs (2011) in District	% of Total LSOAs Applicable for Uplift
Cambridge	69	14%	9	13%	5%
East Cambridgeshire	50	10%	9	18%	5%
Fenland	55	11%	52	95%	32%
Huntingdonshire	105	22%	24	23%	15%
Peterborough	112	23%	70	63%	42%
South Cambridgeshire	96	20%	1	1%	1%
Total	487	100%	165	34%	100%

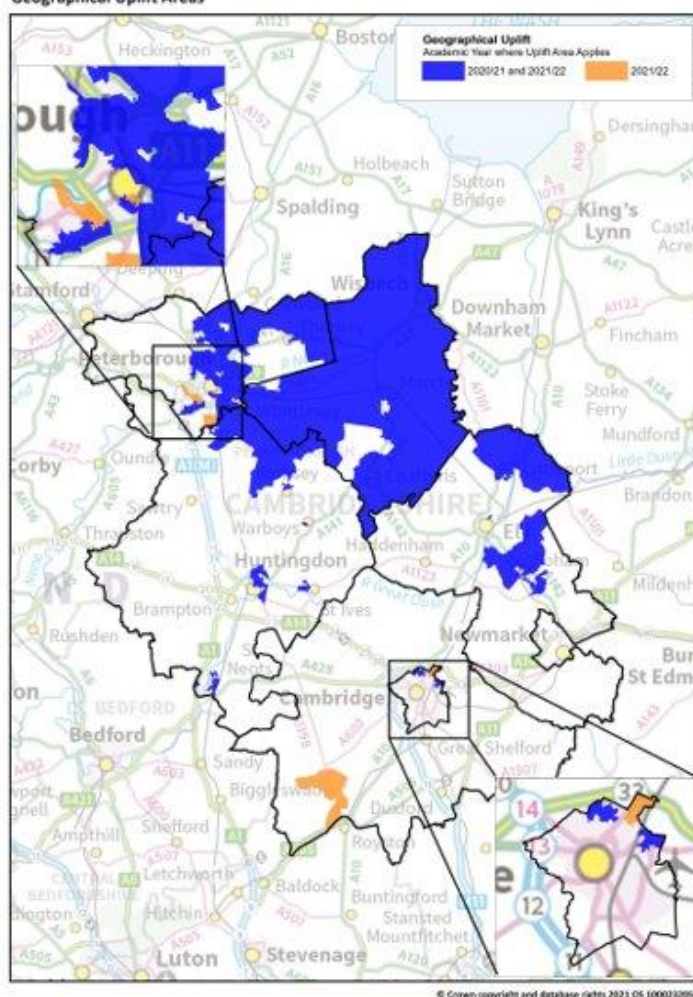
Source - Education and Skills Funding Agency

Fenland and Peterborough are the areas where a majority of LSOAs (95% and 63% respectively) are eligible for the uplift

There are pockets within all other districts in wider Cambridgeshire and Cambridge city.

The map to the right shows the areas of Cambridgeshire and Peterborough where the disadvantage uplift applies

Cambridgeshire and Peterborough Combined Authority
Geographical Uplift Areas



2021/22 – FUNDING IN DISADVANTAGE UPLIFT AREAS

The table below shows how many adult skills enrolments for the 2021/22 year were eligible for the disadvantage funding uplift based on the learner's postcode of residence and the amount of Adult Skills Funding spent on these enrolments.

2021/22 – Enrolments and Adult Skills Funding in Disadvantage Uplift Applicable Areas					
Local Authority of Learner Residence	Number of Adult Skills Enrolments	Number of Enrolments in Uplift Areas	% of Total Enrolments	2021/22 Adult Skills Funding in Uplift Areas	% of Total Adult Skills Spend in Area
Cambridge	1,760	304	17%	£250,346.98	22%
East Cambridgeshire	662	134	20%	£72,361.66	18%
Fenland	1,450	1,297	89%	£859,344.88	87%
Huntingdonshire	1,832	538	29%	£336,780.34	29%
Peterborough	6,317	4,813	76%	£3,100,172.14	76%
South Cambridgeshire	1,367	XX	1%	£8,950.66	1%
Unknown	XX	0	0%	£0.00	0%
Total	13,392	7,093	53%	£4,627,956.81	54%
Source – Individualised Learner Record 2021/22 (R14), Education and Skills Funding Agency					

- Overall, 53% of Adult Skills enrolments for 2021/22 were for learners who lived in uplift eligible areas, and they made up a similar proportion (54%) of spend.
- The areas with the highest proportion of aims which would fall into the uplift category are Peterborough and Fenland where a majority of the 2021/22 enrolments were eligible for a disadvantage uplift (76% for Peterborough and 89% for Fenland). Whilst Fenland had a higher proportion of enrolments that would have been eligible Peterborough had the highest number of actual enrolments at 6,317.

INCREASING THE UPLIFT TO 8 PERCENTAGE POINTS HIGHER THAN THE ESFA FUNDING VALUES

The following table estimates the additional funding generated for each area in 2021/22 if the disadvantage uplift was increased to 8 percentage points higher than the Education and Skills funding agency level, rather than 4 percentage points.

As with the original changes to the uplift, the estimation of this funding has only been applied to learning which started in 2021/22 and is not a part of the Free Courses For Jobs offer.

Impacts of Proposed Change on 2021/22 Funding – Disadvantage 8 Percentage Points above ESFA Values					
Local Authority of Learner Residence	Additional Funding Generated by Funding Change	Total Funding in Disadvantage Uplift Areas	% Increase in Disadvantage Uplift Areas due to Funding Change	% Increase in total Adult Skills Funding due to Funding Change	% of Adult Skills Funding Spent in Disadvantage Uplift Areas
Cambridge	£8,325.50	£258,672.48	3.3%	0.7%	23%
East Cambridgeshire	£2,950.96	£75,312.62	4.1%	0.7%	18%
Fenland	£31,454.61	£890,799.49	3.7%	3.2%	88%
Huntingdonshire	£12,528.98	£349,309.32	3.7%	1.1%	30%
Peterborough	£95,824.78	£3,195,996.92	3.1%	2.3%	76%
South Cambridgeshire	£357.14	£9,307.80	4.0%	0.0%	1%
Unknown	£0.00	£0.00	0.0%	0.0%	0%
Total	£151,441.97	£4,779,398.63	3.3%	1.8%	54%

In total the change would generate an additional **£151,441.97** worth of Adult Skills funding, an increase of 3.3% of the funding in disadvantage uplift applicable areas and a 1.8% increase in Adult Skills funding overall.

This policy intends to increase funding and participation of residents living in relatively more deprived areas with the sub-region. For 2023/24, it is estimated that c£170,000 of additional funding will be claimed by learning organisations with the planned increase to 8%.

In summary, it is estimated the local uplifts will generate an additional **£420,000** of funding for learning organisations.

INCREASING THE CARE LEAVERS BURSARY

The Care Leavers Bursary allows Learning Organisations to provide a bursary of up to £1200 for Care Leavers to support them with their studies. Given the cost-of-living challenges and most Care Leavers living independently, it is proposed to increase this to £1500 or £500 per term.

If there are an estimated 60 Bursaries paid in 2023/24, this equates to c£95,000 (including costs for learning organisations for administering the bursary).

INCREASING THE LOW WAGE SCHEME FROM £21,000 TO £22,500

The Low Wage scheme is a national measure which fully funds learners who are employed, or self-employed and have an annual gross salary below a certain threshold and would normally be co-funded for provision, up to and including level 3. The low wage threshold for 2021/22 was higher in Cambridgeshire and Peterborough than nationally at £21,000 annual gross salary (compared to £18,525 nationally). Between 2020/21 and 2021/22 there was a +11% increase in the number of Low Wage Scheme Enrolments with the largest increase being seen in Cambridge (+44%).

For the 2023/24 Academic Year the Combined Authority proposes to increase the low wage threshold to £22,500.

The Annual Survey of Hours and Earnings - Residents analysis for both full and part time workers in 2022 showed that between 30 and 40% of workers who live in Cambridgeshire and Peterborough earned less than £22,500 annually. There is some regional variance: in Peterborough, this figure is between 40% and 50% of workers earn up to £22,500. In Cambridge and South Cambridgeshire this is between 25% and 30%. Both Fenland and Huntingdonshire are similar to Cambridgeshire and Peterborough as a whole (30 to 40% of workers).

This policy aims to support in-work progression, by fully funding upskilling and re-skilling opportunities for more residents. The cost-of-living may discourage individuals from participating in education or training due to the co-funding rules kicking-in, if a learner is not eligible for fee-remission, under any of the other flexibilities or entitlements.



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Part 8: Recommendations from the Business Board – 13 March 2023

Agenda Item 8.1:	Profile of Investments
Recommendation(s):	<p>The Combined Authority Board is recommended to:</p> <p>Note the content of the Local Growth Fund investment update.</p>
Voting arrangements:	For noting only. No vote required.
Purpose:	To provide an update on the latest position of the equity type investments made utilising the Local Growth Fund (LGF).
Strategic Objectives:	The investments made using LGF to purchase equity and Joint Ventures are long-term projects with job creation outcomes forecast over a period from ten up to twenty years. The Return on Investment in financial terms has always been a secondary benefit of these projects and the equity investments are unlikely to return any funds to the Combined Authority Business Board anytime soon, as the companies invested in are private, so equity holdings cannot be easily sold. Appendix 1 to the Business Board report details the progress to date of the investments and the additional benefits the investments have created within the region.
Business Board report and appendix:	<p>Business Board 13 March 2023 - Item 3.4 - Local Growth Fund Investment Update</p> <p>Item 3.4 - Appendix 1 - Return on investment presentation</p> <p>An accessible version of the information contained in Appendix 1 Return on investment presentation is available on request from democraticservices@cambridgeshirepeterborough-ca.gov.uk</p>
Background papers and supporting documents:	None.

Agenda Item 8.2:	Economic Growth Strategy Implementation Plan
Recommendation(s):	<p>The Combined Authority Board is recommended to:</p> <p>a) approve the Economic Growth Strategy Implementation Plan.</p>
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>
Purpose:	<p>In May 2022, the Cambridgeshire and Peterborough Combined Authority published the Cambridgeshire and Peterborough Economic Growth Strategy (EGS), the region's plan to support inclusive economic growth. An implementation plan has been developed that sets out the activities and projects that CPCA and its partners have agreed to do to work towards achieving the vision and objectives of the EGS. The EGS Implementation Plan was endorsed unanimously by the Business Board when it met on 13th March 2023 and was recommended to the Combined Authority Board for approval.</p>
Strategic Objectives:	<p>The primary goal that the Combined Authority Board set by adopting the Economic Growth Strategy (EGS) in May 2022 was to use our world-class strengths and assets to reduce inequality between and within Greater Cambridge, the Fens and Greater Peterborough, whilst increasing productivity and delivering on the Devolution Deal goal of doubling GVA by 2040, delivering the output to create the jobs and higher wages needed to do so. The scope of the EGS was to focus on those actions that Cambridgeshire and Peterborough partners could deliver largely using existing funding. The EGS is not, primarily, about making the case for additional funding.</p> <p>The Implementation Plan therefore contains a range of activities which are already underway or planned for delivery and are part of existing plans to support economic growth. For example, the Implementation Plan includes projects funded through the UK Shared Prosperity Fund, as they are core to Cambridgeshire and Peterborough's economic development work. Projects that have secured Levelling Up funding are also included. Oversight of delivery of these projects and the extent to which they are contributing to the goals set by Cambridgeshire and Peterborough's partners will also be an important element of joint working between partners, ensuring scale of delivery, integrated outcomes, and strategic commissioning where appropriate.</p>
Business Board report and appendices:	<p>Business Board 13 March 2023 - Item 3.2 - Cambridgeshire and Peterborough Growth Strategy Implementation Plan</p> <p>Item 3.2 - Appendix 1 - Cambridgeshire and Peterborough Economic Growth Strategy Implementation Plan</p>

Background papers and supporting documents:	Combined Authority Board 8 June 2022 - Item 4.1 - Economic Growth Strategy
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Agenda Item 8.3:	Growth Hub Backfill Funding for 2023-24 (KD2023/008)
Recommendation(s):	<p>The Combined Authority Board is recommended to:</p> <p>Approve contingency funding to sustain delivery of the Combined Authority Growth Hub for the period April 2023-March 2024.</p>
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>
Purpose:	To approve the allocation of Business Board 'reserve' funds to cover the annual operational costs to sustain delivery, thus securing the services of the Cambridgeshire and Peterborough Growth Hub for the 2023-24 financial year, in lieu of Department for Department for Business and Trade (DBaT) Growth Hub Funding not continuing.
Strategic Objectives:	<p>The Growth Hub continues to play an important role in engagement with companies and the wider business community, including delivering new schemes and services, working to provide business intelligence and working in partnership with the government on business pressures, such as cost of doing business and energy costs, Covid-19 recovery and ongoing issues resulting from the UK's withdrawal from the EU. Additionally, the Growth Hub is well placed to support local authority partners to deliver pre-start and start up provision as part of the Shared Prosperity Fund programmes from April 2023. Contingency funding is therefore being requested by the Business Board which is recommending the Combined Authority Board approves the allocation of £295,000 from either the Business Board's recycled revenue funds and/or the forecast enterprise zone receipts, to sustain delivery of the Growth Hub for the period April 2023 - March 2024.</p> <p>Should confirmation of funding for Growth Hub provision in 2023-24 be received from DBaT during the period up to 31 March 2023, then that award of funding from Government will be utilised to continue the service and some or all of the £295,00 contingency from the Business Board will not be used. The details of Growth Hub proposed expenditure items and services, and forecast spend for 2023/24 were attached to the BB report at exempt Appendix 1 together with a breakdown of proposed Growth Hub</p>

	activity for the year which was attached to the BB report at Appendix 2.
Business Board report and Appendices:	<p>Business Board 13 March 2023- Item 3.1 - Growth Hub Core Funding 2023-24</p> <p>EXEMPT Appendix 1 - Growth Hub Expenditure and Spend Forecasts for 2023-24</p> <p>Item 3.1 - Appendix 2 - Growth Hub Proposed Activity 2023-24</p> <p>This report contains an appendix which is exempt from publication under Part 1 of Schedule 12A of the Local Government Act 1972, as amended, in that it would not be in the public interest for this information to be disclosed (information relating to the financial or business affairs of any particular person (including the authority holding that information)).</p> <p>The public interest in maintaining the exemption is deemed to outweigh the public interest in publishing the appendix.</p>
Background papers and supporting documents:	None

Appendix 1



**CAMBRIDGESHIRE
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LGF Return on Investment

February 2023

Background

The Business Board purchased equity investments through several organisations:

- Illumina - £3m
- Start Codon - £3m
- MedTech Accelerator - £500k
- Growth Co - £15m
- Prop Co 1 - £12.5m

There were also several Joint Venture Co established:

- Ascendal Accelerator - £965k
- Smart Manufacturing Alliance - £715k

The investments were made in order to create high value employment opportunities within the CPCA Region, the potential for a financial Return of Investment was a deemed to be an added bonus and could enable further recycling of Local Growth Funds.

The pie chart illustrates the distribution of 100+ biotech startups across five categories. The largest segment is Therapeutics at 46%, followed by Diagnostics at 28%, Synthetic Biology and Tools at 13%, Consumer and Software at 13%, and an unlabeled category at 13%.

Therapeutics (46%)

- algen
- Doloromics
- BIOTA
- Avail Bio
- ENCODED GENOMICS
- DermBiont
- Rubik Therapeutics
- Genegoggle
- MANTRA BIO
- Lassogen
- MEDIPHAGE
- JENTHERA THERAPEUTICS
- Solarea Bio
- FELIX BIOTECHNOLOGY
- VastBiome
- solena
- epicombi.ai
- NEWSTEM
- VITAGENE
- bixbio
- parallel
- Med Answers
- Encompass Bioscience
- TriAxis
- Imiyo
- UNITE GENOMICS
- PROSPERO
- celldom
- WellSIM
- NAKED BIOME
- PLUTON
- Resilient Biotics
- MEDIC
- ALCHEMAB
- EPIBIO
- FLIGHTPATH
- Haystack Sciences
- BOOST BIOMES

Diagnostics (28%)

- Astarte Medical Partners
- BioAmpDiagnostics
- CID
- CONVERGENT GENOMICS
- COGNITIVE GENETICS
- tailor.bio
- TRACE GENOMICS
- TruGenomix HEALTH
- MultiAI
- JANE
- Mitra.bio
- agorabio
- AbuseCare
- JB
- BIOME

Synthetic Biology and Tools (13%)

- Stem Pharm
- Broken String
- vali bio
- xcellbio

Consumer and Software (13%)

- Stem Pharm
- Broken String
- vali bio
- xcellbio

Unlabeled Category (13%)

- Stem Pharm
- Broken String
- vali bio
- xcellbio

SF Bay
Cambridge UK

We have created **85 jobs** with the programme projected to continue deliver jobs over the next 3 years

Start Codon

- fund based with planned exit route at defined time. Current performance shows that initial investment of £2.1m across the fund has resulted in a fund value of £8.3m which is promising, these are early-stage start-ups, so I return is unlikely to be a smooth return

Semaron raises £2.14m seed funding to commercialise cell assaying platform



Fund Performance of Current Portfolio Carry Value of £8.3m as at 30 September 2022

Unaudited fair value increase at 30 September 2022 £3.4m
41%

Cumulative cash invested in 18 portfolio companies £4.5m
(18 x £250k)
54%

Audited fair value increase at 30 March 2022 £0.4m
5%

Performance of 18 Investee Portfolio Companies at 30 September 2022

Number of investee portfolio companies with a valuation uplift from a subsequent funding round x5
28%

Number of investee portfolio companies valued at cost x12
67%

Number of investee portfolio companies written off x1
5%

Spirea Raises £2.4M (\$3M) to Develop Antibody Drug Conjugates in Cancer

- Investment co-led by Jonathan Milner and Cambridge Enterprise
- US-based R42 Group, ACF Investors, o2h Ventures, Syndicate Room and the Cambridge Angels investing
- Funding will enable the development of Spirea's pipeline of antibody drug conjugate therapeutics for the treatment of solid tumours

SPiREA

SPIREA LIMITED

We have invested in 18 new start ups, all of which have been based in the Cambridge.

We have had 5 companies raise further funding:

- Spirea
- Enhanc3d Genomics
- Cosyne Therapeutics
- Coding Bio

We have created **238 jobs** with the programme projected to continue deliver jobs over the next 3 years

MedTech Accelerator – ‘silent partner’ type equity investment.

NHS based research start-ups, no direct exit unless the product development is taken to market.
Share in profits of potential sales. No clear route for Return of Investment



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- 14 Investments made
 - Safer Injection for Regional Anaesthesia (SAFIRA) device – now available for use in UK hospitals
 - Smart Mesh – a heat activated polymerization system – applied for additional research funding
 - Arterial GlucoSave – awaiting UK launch
 - Endoluminal vacuum therapy device for upper GI leaks – launch expected 2024
 - Soft tissue ablation technology – clinical study starts 2024
 - NeutroCheck – clinical trials start 2023



We have invested in 14 products being developed by the NHS in the Trust area.

We have had 1 product on the market:

- Safer Injection for Regional Anaesthesia

We have created **9 jobs** with the programme projected to continue deliver jobs over the next 3 years

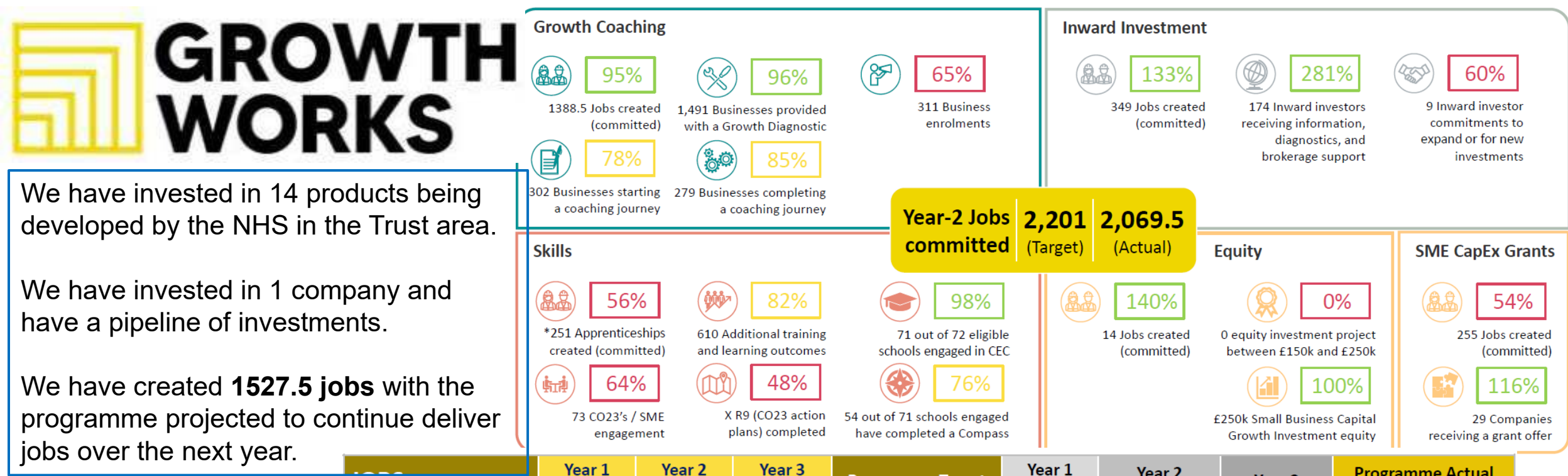
A joint venture partnership



NEWANGLIA
Local Enterprise Partnership
for Norfolk and Suffolk



Growth Co (Business Growth Service) - split between 'working capital' investment with no expectation of return, & capital equity fund. The Capital Equity Fund is made up of investments in small private companies so no clear route to return for reinvestment



Prop Co 1-

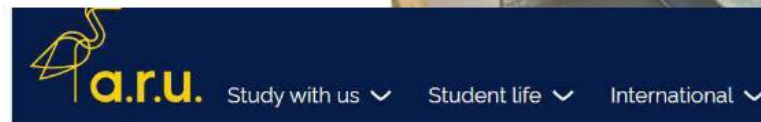
long-term investment in growth in Peterborough. Option for ARU-P to buy-out the company from holdings in the two buildings in 2025 (Phase 2 & 3 have a later date for buy-out) so there may be a return for re-investment at this point but it is not certain.



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- £12.5m investment
- Build start Feb 2021 – completed July 2022 (18 months)
- 960 students in the first in take in Sept 2022
- **83 jobs** created to date (not including the construction jobs)



ARU Peterborough

ARU Peterborough is your new university. Purpose-built from the ground up for Peterborough and the wider region, it boasts industry standard facilities to support your studies, all housed inside a brand-new building. Explore our employment-focused courses and find your degree.

[Browse ARU Peterborough courses](#)

[Transfer to ARU](#)

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Ascendal Lab -

will be re-paid via three key mechanisms through the joint ownership of the SPV; Profit share on Accelerator profits, sale of share holdings in SME participants and/or additional private investment in the SPV via share buy out schemes. There is no timeframe set for return and no guarantee of any return on investment.



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Driving Change

A new **technology**
mobility accelerator.



Cohort 1:

- Tirn Technology running second trial
- Ne-mi running third trial. Ne-mi being supported to set up in UK for Innovate UK funding
- Rensair growth will start when engineering starts
- Successful cohort close-out

Cohort 2:

- All companies signed up for legal agreements
- Cohort 2 going live

We have invested in 5 companies who have been based at the incubator in Sawtry.

We have created **15 jobs** with the programme projected to continue deliver jobs over the next 18 months.

Uber Transit

Secure partner income or sponsorship – discussion for the long-term sustainability of the accelerator are ongoing with Uber Transit



Polysurance analyses driving behaviour from dash cam footage to help fleet managers and insurance providers prevent road accidents and to help them better understand driving risk.



Sternkraft provides Intelligent CCTV for public transportation. It allows their customers to achieve improved fleet performance, passenger safety and satisfaction.

Smart Manufacturing Alliance-

will transition to a sustainable, self-financing model ultimately funded through fee paying members, corporate sponsorship, and chargeable services. The investment is expected to generate £1.75m within 10 years, no guarantee of return.



Smart Manufacturing Alliance KPIs				
KPIs				Dec-22
MEMBERSHIP	TOTAL TO DATE		CURRENT MONTH	
	TARGET	ACTUAL	TARGET	ACTUAL
Individual	18	4	2	0
2-9	25	3	5	0
10-49	34	6	5	0
50 - 249	24	10	2	0
250+	10	2	2	0
TOTAL	111	25	16	0
MEMBERSHIP PIPELINE	DECISION MAKER BUY-IN	REGISTERED	INVOICED	PAID
	YEAR TO DATE TARGET	111	111	111
	YEAR TO DATE ACTUAL	28	28	24
SPONSORSHIP	TOTAL TO DATE		CURRENT MONTH	
	TARGET	ACTUAL	TARGET	ACTUAL
Affiliate	0	2	0	2
@ £500	4	4	0	1
@ £3000	0	0	1	0
TOTAL	4	6	1	3
BUSINESS DIAGNOSTICS	TOTAL TO DATE		CURRENT MONTH	
	TARGET	ACTUAL	TARGET	ACTUAL
Days Delivered	25	0	8	0

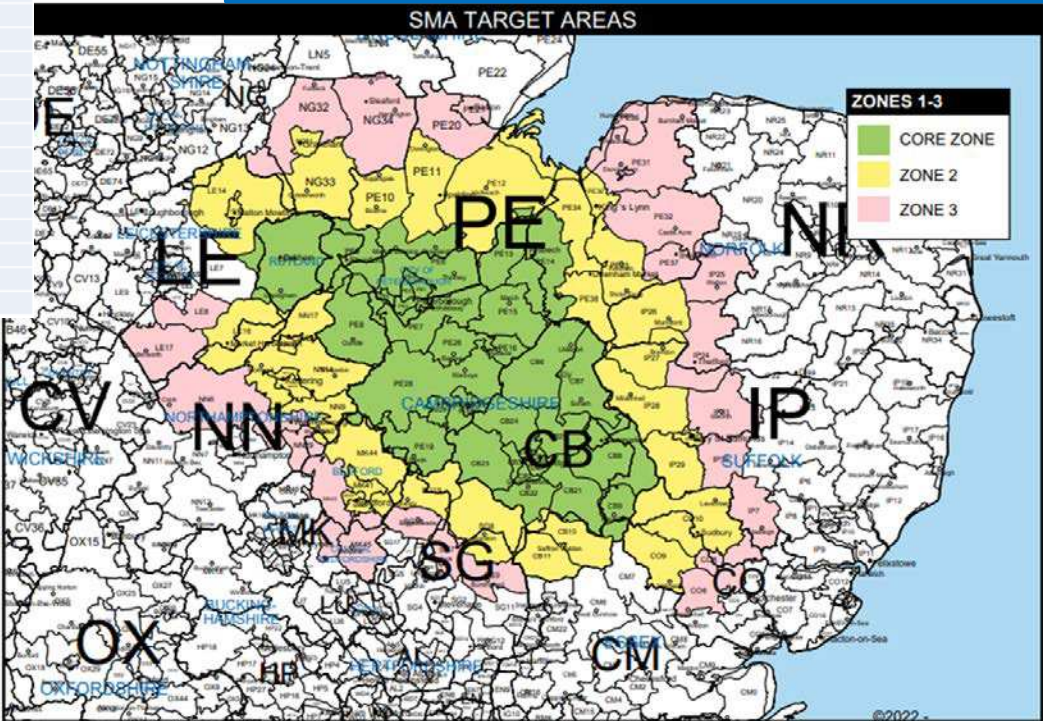
We have 25 members – all paying subscription fees and receiving various levels of support & training

We have created **6 jobs** with the programme projected to continue deliver jobs over the next 8 years subject to additional funding.



EVENTS SCHEDULE:

- 24 Jan 2023 – Future Leaders – NCTC, Chatteris
- 3 Feb 2023 – CEO Breakfast with PCC and Masteroast Tour
- 8 Mar 2023 - ARU Tour – Academia - Future of Manufacturing / KTP and Feedback
- 22 Mar 2023 - 76 Projects and EF Engineering Tour with Steadfast speaking
- 20 Apr 2023– Investors in the Environment (PECT) Workshop – PWC Cambridge
- 26 Apr 2023 – Blue Dolphin – ‘Is Your Website Losing you Business?’



Conclusion



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£22m worth of investment has created:

- 1,956.5 jobs to date
- 4,500m2 of teaching space
- 1,383 new learners
- 145 grants to businesses
- 1,896 receiving other grant support
- 265 businesses received non-financial support

£1.68m in 2 joint ventures has created:

- 21 jobs to date
- 246m2 of commercial accelerator space
- 7 grants to businesses
- 190 receiving other grant support
- 14 businesses received non-financial support



C&P Economic Growth Strategy Implementation Plan

Cambridgeshire and Peterborough Combined Authority

March 2023

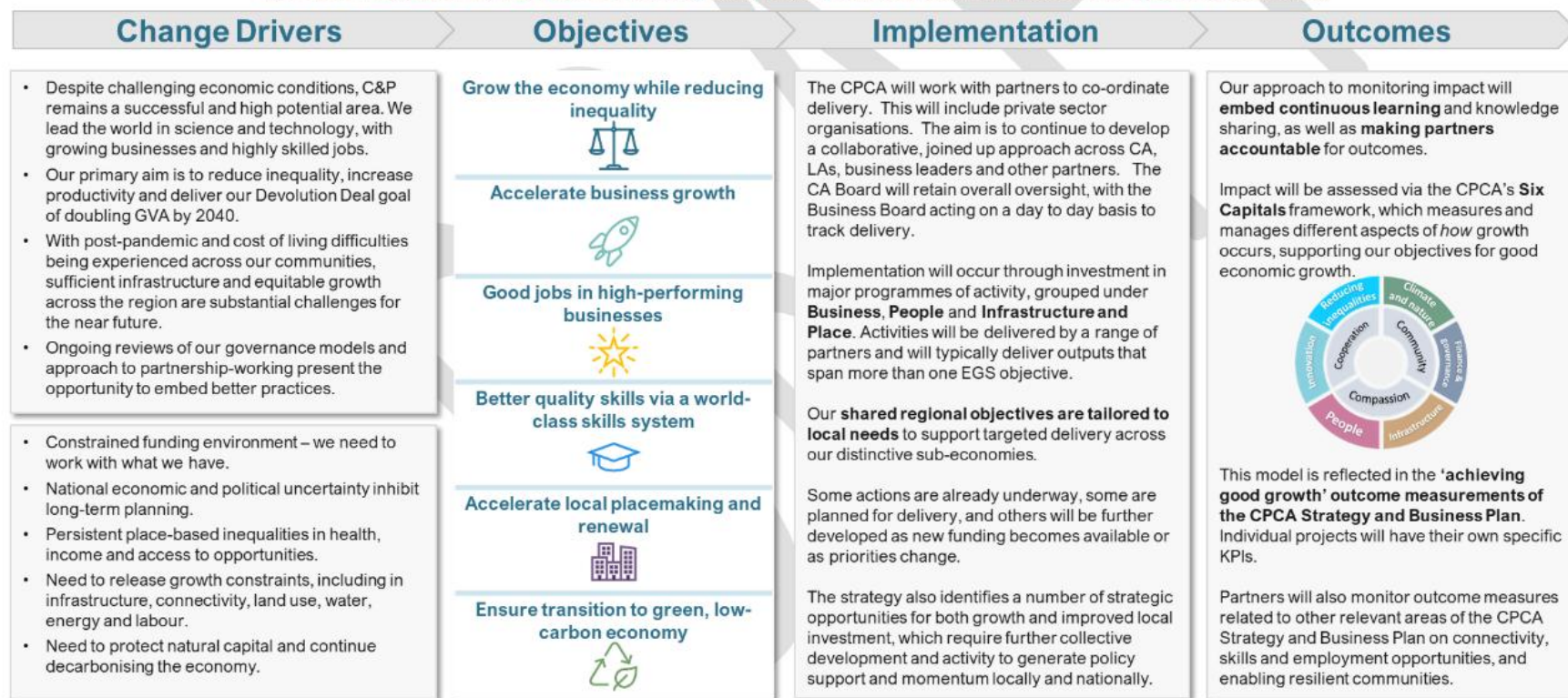
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Cambridgeshire and Peterborough Economic Growth Strategy Implementation Plan

This Implementation Plan sets out the main actions that CPCA and other partners have currently planned to contribute towards the longer term vision and objectives set out in the C&P Economic Growth Strategy. It is not an exhaustive list of everything that needs to be done to deliver the region's economic goals. The approach that partners have agreed builds on that taken to Covid recovery – being clear what the evidence says about the local economic challenges and opportunities, identifying delivery that needs to be planned or started now, being clear where longer term policy work will be needed to refresh priorities and then maintaining the flex needed to reflect national and global economic and political uncertainty. Actions and priorities will therefore change over time. This approach is summarised below:

Figure 1. Drivers of change to outcomes

Cambridgeshire and Peterborough is the place where unique business, natural and research assets tackle world problems whilst creating **good jobs and healthy lives for all our residents in all our places**. We are globally leading and competitive, and also more equal and sustainable.



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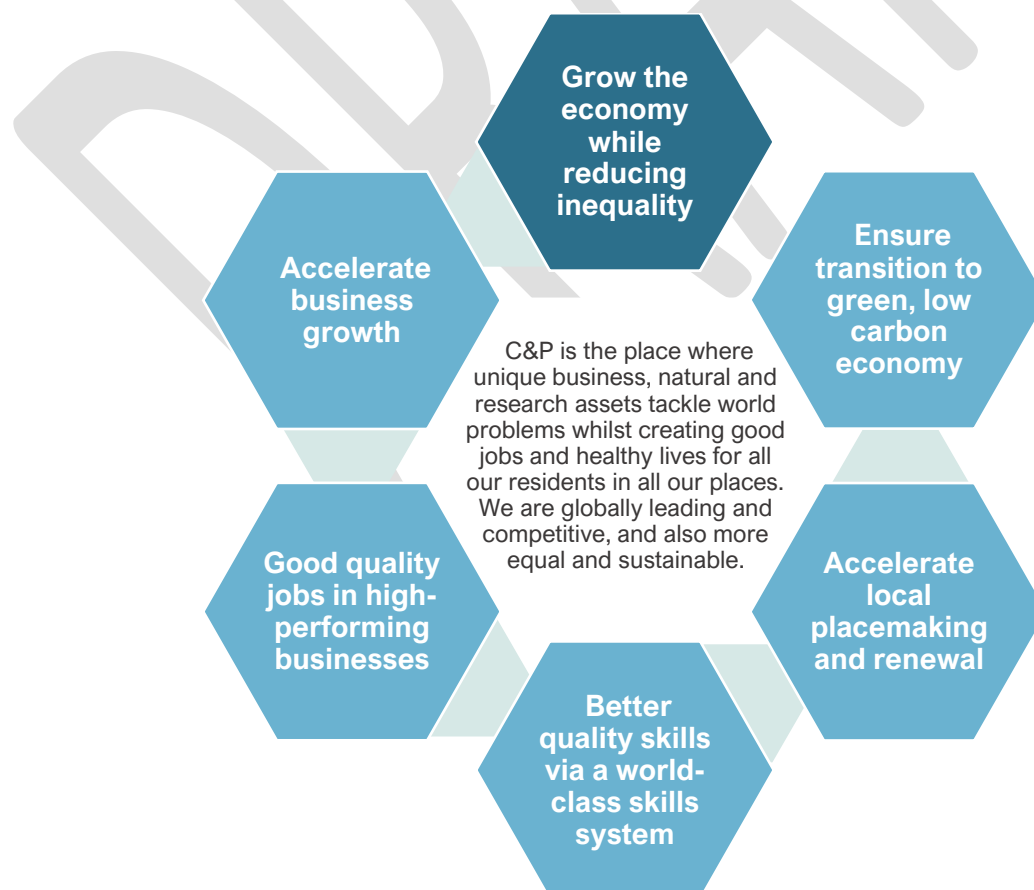
Introduction

Vision and objectives of the Economic Growth Strategy

In May 2022 the Cambridgeshire and Peterborough Combined Authority (CPCA) published the agreed Cambridgeshire and Peterborough Economic Growth Strategy (EGS), the region's plan to support inclusive economic growth. The Strategy was developed in collaboration between the six Local Authorities, Combined Authority, business groups and a range other local stakeholders. It reflects the different opportunities and challenges that occur across Cambridgeshire and Peterborough. The EGS is designed to set out priorities for funding and actions that emerged from the immediate post Covid period. The strategy comes at a time of deep uncertainty in both the economy and national political and funding environment. The strategy therefore includes the requirement for significant further policy and evidence work, to ensure that partners continue to strengthen their work together to review priorities and ensure actions and investment remains relevant and high impact as conditions change.

In May 2022 the CPCA Board agreed that the goal for the EGS would be to use our world-class strengths and assets to reduce inequality between and within Greater Cambridge, The Fens and Greater Peterborough, whilst increasing productivity and delivering on the Devolution Deal goal of doubling GVA by 2040, delivering the output to create the jobs and higher wages needed to do so. This is shown in the figure below:

Figure 2. Vision and objectives of the Economic Growth Strategy



Purpose of the Implementation Plan

This Implementation Plan sets out the things that the CPCA and its partners plan to do to in order to work towards achieving the vision and objectives of the EGS. Partners across Cambridgeshire and Peterborough have contributed to its development to create a shared understanding of what is to be delivered, how, when and by whom. Alongside the political, funding and economic uncertainty described above, the Implementation Plan is also being developed against the backdrop of the CPCAs own independent improvement process and significant change. The implementation plan is therefore designed to both be clear about those interventions which are funded and agreed now and also to signpost to where significant further policy work is required by partners to make progress on longer-term strategic opportunities. It is a live document, designed to provide a practical road map for realistic and achievable delivery in the short term, recognising that priorities will change. It does the following:

- Outlines the governance approach for the strategy, including responsibilities, relationships, and reporting mechanisms;
- Sets out delivery vehicles and funding routes where they have been agreed;
- Maps interventions already in motion and identifies where additional policy work is needed;
- Provides an overview of the monitoring approach and measures of success, and
- Identifies the need for improved collaborative/systems working and further policy work

Defined Projects and Strategic Priorities

It is clear that the investment amounts and actions set out in the EGS and this plan will not, in themselves, be enough to deliver the objectives around growth and inequality that are shared by the CA and its partners. The purpose of the Implementation Plan is to map out the major current and planned actions occurring across Cambridgeshire and Peterborough which contribute to economic growth, and to set up the work needed to ensure our region is well-positioned to capitalise on major transformational opportunities over the longer term. The CA and its partners are committed to a review of the local economy during 2023, which will be an important opportunity to review the ongoing impact of Brexit, Covid and wider global economic changes on the objectives and priorities set after the CPIER in 2018, including those in the EGS.

Funding

The EGS focuses on those actions that Cambridgeshire and Peterborough partners can deliver largely using existing funding. It is not designed to make the case for Government for existing funding. That is a separate and necessary part of any further devolution and funding discussion with Government. The Implementation Plan therefore contains a range of activities which are already underway or planned for delivery and are part of existing plans to support economic growth. For example, the Implementation Plan includes projects funded through the UK Shared Prosperity Fund as they are core to Cambridgeshire and Peterborough's economic development work. Projects that have secured Levelling Up funding are also included. Oversight of delivery of these projects and the extent to which they are contributing to the goals set by Cambridgeshire and Peterborough's partners will

also be an important element of joint working between partners, to ensure scale of delivery, integrated outcomes and using strategic commissioning where appropriate.

Contents of this document

The remainder of this document is split into five sections:

- **Strategic delivery context**, including the relationship of the EGS Implementation Plan to other ongoing activities across the region;
- **How the EGS will be delivered**, which defines the roles and responsibilities of different partners and the arrangements to ensure effective governance of implementation;
- **Interventions**, which lists the activities (current and planned) partners are taken to implement the EGS, including identifying a number of potential longer-term opportunities for further exploration;
- **Monitoring Progress**, which defines our approach to monitoring and evaluation, the progress measures we will use, and our reporting arrangements;
- **Next steps**, which sets out the immediate steps for partners to take to begin implementation.

Strategic context for delivery

Economic context

Cambridgeshire and Peterborough is one of the UK's most successful regions. Greater Cambridge is a jewel in the crown of the UK economy with a host of globally significant research and development assets, while Peterborough is one of the UK's fastest growing cities, thanks in part to its strategic position for logistics and its young population. The Fens contains much of the UK's highest-quality agricultural land and is vital to national food security, and also has clusters of fast growing and innovative manufacturing firms.

Although Cambridgeshire and Peterborough weathered the Covid-19 pandemic well and had returned to a growth trajectory, the EGS was intentionally prepared to take account of further subsequent deteriorations in economic conditions and an uncertain national and global outlook for 2023. The strategy reflects the views of political and business leaders that the region should prioritise inclusive growth, health and wellbeing and protecting the environment as core outcomes from a strategy for economic growth.

The actions in the EGS are a core part of our effort to leverage our region's world-class assets, skilled workforce, major companies and specialised, knowledge-intensive sectors to achieve our objectives. The EGS is based on the principle that economic growth is fundamentally important, because without growth Cambridgeshire and Peterborough will lack the necessary resources to tackle inequality and protect natural capital.

Figure 3. The three interconnected sub-economies of C&P



Greater Peterborough, Greater Cambridge and The Fens are three distinct but overlapping and interconnected economies. Each has very different strengths, opportunities and challenges and the activities required to support inclusive economic growth in each area are

often different. Stronger links between our sub-economies are developing, for instance growth in advanced manufacturing clusters in Huntingdonshire and East Cambridgeshire linked to knowledge intensive clusters around the city of Cambridge. The EGS Implementation Plan contains a range of activities – some region-wide and some place-specific – which take into account the varying needs of our places and are tailored to local priorities as well as the increasing economic relationships between the three sub-economies.

Changes since the EGS was published

The EGS was published in May 2022. This Implementation Plan is published in March 2023. This gap reflects the significant development work that has been needed on projects since May 2022 to reflect the rapid onset of a cost of living crisis over the summer of 2022, further political change nationally and subsequent delay to Government funding announcements, including on SPF. The national and regional economy is in a very different place now than it was even one year ago, and the medium-term future remains highly uncertain. Important developments at the local level are set out below.

CPCA is currently implementing recommendations from a recent **governance review** and an improvement plan and independent improvement panel is in place. This Implementation Plan will continue to evolve to take account of that work and the recently agreed **CPCA Strategy and Business Plan** for 2023 – 2025, which sets out a more focused strategic ambition and defined priority areas for the CPCA, building on the original 2017 devolution deal. Its vision is for *“A prosperous and sustainable Cambridgeshire and Peterborough. Driven by our values and using our collective voice and strengths we seek inclusive good growth for an equitable, resilient, healthier and connected region.”*

It is built around four **strategic priorities to 2025**, under which specific strategies, plans and programmes sit:

- Achieving good growth
- Increasing connectivity
- Ambitious skills and employment opportunities
- Enabling resilient communities

The actions in the EGS make a contribution to all these themes, with a particular focus on ‘Achieving good growth’. The progress measures and approach to monitoring and evaluation in the EGS aligns with the CPCA Strategy and Business Plan.

Other C&P strategies and activities

The EGS is complemented by a range of other strategies and plans with related objectives for Cambridgeshire and Peterborough and places within it. Many actions which support inclusive economic growth are set out in detail in other strategies, such as the **C&P Employment and Skills Strategy**, the **C&P Local Transport and Connectivity Plan**, the **C&P Climate Action Plan**, **priority sector strategies**, and **local actions** on inequalities (such as the Cambridge Anti-Poverty Strategy), active travel, the environment and enterprise. In this sense the EGS is the ‘golden thread’ which ties other strategies together, positioning thriving businesses at the heart of good growth for Cambridgeshire and Peterborough. The EGS Implementation Plan focuses specifically on projects linked to

economic growth, and does not try to incorporate all activities occurring across the region contained in other plans.

Later in 2023 there are plans for a comprehensive **review of the state of the Cambridgeshire and Peterborough economy**, similar to the Cambridgeshire and Peterborough Independent Economic Review (CPIER) which was published in 2018. The EGS will feed into this forthcoming review, both as a source of evidence and as a statement of the vision and objectives partners have for the region's economy as a region which embraces innovation, seeks opportunities and is positioned for future desired devolution. In the context of this forthcoming review the EGS Implementation Plan is intentionally flexible, containing a range of short-term measures which we know require implementation and can typically be delivered within existing budgets, and a number of longer-term transformational opportunities which should be explored as part of the State of the Region review.

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How the EGS will be delivered

Governance and Accountability

Implementing the EGS must be a shared endeavour. Overall oversight of delivery will be maintained by the CPCA Board on behalf of all partners, advised by Business Board who will take an overview of implementation on a day to day basis on behalf of the CA Board. The CA will enable coordination and build the capacity for improved systems working across the region, including working with the private sector. The CA will also coordinate regular reporting of delivery progress and progress against the Plan's intended outcomes on behalf of all partners. Implementation of individual projects will fall to lead organisations, including the CPCA, Local Authorities, other anchor institutions and business groups. Some activities will be delivered region-wide while others are place-specific. While partners may lead individual actions, all must work together to deliver the overall programme and manage competing priorities.

Business Board

PLACEHOLDER - WILL NEED TO BE CHANGED TO UPDATE POSITION AFTER MARCH CA BOARD. As of early February 2023 governance arrangements relevant to the EGS Implementation Plan are being further developed separately, including through the ongoing CA Improvement Plan process.

Subject to agreement and discussion by the CA Board, overall responsibility for Cambridgeshire and Peterborough's economic priorities and strategy will sit, as now, with the CA Board. On a day to day basis, the Business Board will take responsibility on behalf of the CA Board for driving delivery, monitoring progress and supporting wider engagement with businesses.

To facilitate this, we envisage individual Business Board members taking on responsibility for contributing to delivery of particular parts of the plan, reflecting their expertise and experience. This work is likely to focus on two elements of delivery. First, taking a "champion" role in helping to convene work in priority sectors to push forward the sector strategies which have been agreed. This role could involve bringing together industry partners, connecting up various committees and working groups, and advocating for the system and policy changes necessary to enable the sector strategies to be delivered. Second, individual Business Board members could be nominated to attend other formal CA committees (e.g. the CA Skills Committee) in order to provide advice from a business perspective and to act as a link with the Business Board on those issues relating to the EGS that are of interest to both groups. This is important as delivery of specific EGS elements (e.g. skills and employment) will be led by the relevant committee.

Partnership working

Close partnership working will be fundamental to delivering economic development activities across Cambridgeshire and Peterborough. Organisations involved in delivery – primarily the CPCA and Local Authorities – need stronger mechanisms to meet regularly to review

programme-level progress, remove barriers, collaborate at a strategic policy level and to share information with each other. The following are being considered:

- **Economic Development Leads meeting:** A new regular meeting of economic development leads / officers from the CA and constituent Local Authorities to shape the overall programme of economic development work occurring, including to monitor implementation of the programme, unblock issues in a collaborative way, work together on cross area opportunities and ambitions and to support closer partnership working.
- **Regular economic strategy discussion at the relevant Directors Group meeting:** A new, regular meeting of place directors across the Cambridgeshire and Peterborough region with a remit to focus on housing, transport, infrastructure and strategic planning. The Economic Development Leads group should work alongside this group, in recognition that economic development is a very broad area in its own right.
- **Priority sector reference groups:** Reference groups for our priority sectors (Life Sciences, Advanced Manufacturing, Digital and AI, Agri-Tech) currently exist but need to be reviewed and further empowered in order to support implementation of the priority sector strategies. More action is needed within existing sectors – Life Sciences shows what can work well. The proposed Business Board champions should either Chair or be important links for these groups depending on what was most appropriate for each sector.

The Implementation Plan is particularly focused on the steps that local government partners across Cambridgeshire and Peterborough will take, however in reality many other partners will be involved in delivery in various ways, particularly private sector organisations, universities and other institutions. This Implementation Plan does not seek to map out who all these associated partners are or their roles, but it is important to note that close partnership working is of fundamental importance to the successful implementation of the EGS and to inclusive economic development across the region in general. The CPCA and Local Authorities have an important role to play in convening other partners, supporting them to work together on shared ambitions, and facilitating their involvement in the delivery of the EGS. This is why strengthening the mechanisms that support collaboration is so important to delivery.

Roles

The table below provides an overview of the role and functions of key partners involved, setting out those who are *responsible* (R), *accountable* (A), *consulted* (C) and *informed* (I) as part of delivery (definitions at end of table).

Table 1. Roles of key delivery partners for the EGS Implementation Plan

Partner	Roles	R	A	C	I
CPCA Board	Accountable for the strategic direction of inclusive economic growth for C&P, including for successful delivery of the EGS Implementation Plan.	✓	✓		
CPCA Business Board	Key strategic business voice / advisory body to the CPCA Board with a specific remit to advise on decisions taken by the CPCA Board relevant to the	✓		✓	✓

	EGS. A significant role in championing the priority sector strategies.				
Local Authority Chief Executives / Place Leaders	Accountable for delivery of some projects at local levels. Regularly consulted and informed on programme delivery.		✓	✓	✓
CPCA economic development officers	Responsible for managing delivery of the EGS Implementation Plan, including by convening partners and through programme management. This includes facilitating CPCA Board approval processes.	✓			
Local Authority economic development officers	Responsible for delivery of some projects at local levels. Convene regularly to review programme-level progress and delivery via the Economic Development Leaders meeting (alongside CPCA officers).	✓		✓	✓
Place Directors Group	Regular meeting of Place Directors with a remit to focus on housing, transport and infrastructure and strategic planning, feeding into economic development activities.	✓		✓	✓
CPCA Committees (e.g. Skills; Transport and Infrastructure)	Other CA Committees are accountable for delivery of related activities carried out in other strategies (e.g. the C&P Employment and Skills Strategy). Regularly informed of EGS implementation progress.				✓
Business Advisory Panel	Advisory panel from across C&P. Regularly consulted and informed on the progress of EGS implementation.			✓	✓
Growth Works	Business support delivery organisation for C&P, responsible for delivery of some enterprise support projects. Contract to be reviewed in 2023.	✓			✓
Greater Cambridge Partnership	Responsible for delivery of a range of projects, including for transport.	✓		✓	✓
Priority Sector Reference Groups (e.g. Digital, Life Sciences)	Responsible (alongside the Business Board) for implementing specific activities in the Priority Sector strategies. Consulted and informed on progress of priority sector strategy implementation and the wider factors (e.g. skills, infrastructure) which feed into achieving this but are the responsibility of other partners.	✓		✓	✓
C&P businesses	Local businesses are consulted and informed on the progress of EGS implementation.			✓	✓

R - Responsible: persons/group charged with delivering an activity

A - Accountable: persons/group accountable for the delivery of strategic activity

C - Consulted: persons/group which provides feedback and contributes to a decision or activity




I - Informed: persons/group which should be kept informed of activity milestones and key decisions

Interventions

We will deliver the objectives and priorities of the EGS through investment in major programmes of activity. Broadly, this strategy groups these programmes under three headings depending on the main target: **Business, People, and Infrastructure & Place**. Some actions are already underway, and others will be further developed as new funding becomes available or as priorities change. Interventions are set out in tables on the following pages. The CPCA will maintain an additional live register of all projects which includes additional detail, including on funding, intended outputs and outcomes, related strategies, dependencies and timescales for delivery.

We have provided an indicative ‘deliverability’ assessment of the activities included in the Implementation Plan. The key for this assessment is set out below. The assessment is current to the time of the Implementation Plan’s publication. CPCA and partners will retain a live assessment of project delivery.

Figure 4. Key for the ‘Deliverability’ status of projects in Interventions tables

			
Scope <i>Shared understanding of what is to be delivered, why, how, and by whom</i>	<i>Scope (including delivery plan) defined and supported for delivery, e.g. through a published, endorsed Business Case</i>	<i>Scope defined but additional work is required; e.g. preparing a Business Case with a delivery plan</i>	<i>Scope still being defined, e.g. through an early stage Business Case / stakeholder workshops</i>
Funding <i>Sources of sufficient capital and revenue funding</i>	<i>Sufficient funding available and secured to support delivery</i>	<i>Funding route(s) identified; funding yet to be secured</i>	<i>No current clear funding route</i>
Capacity <i>The ability of partners to deliver the project using existing available resources and systems</i>	<i>Project can be delivered using existing capacity</i>	<i>Additional capacity likely required to deliver the project</i>	<i>Significant capacity constraints impede delivery</i>
Dependencies <i>Contingent factors which may affect or impede project delivery (excluding access to funding)</i>	<i>No known dependencies which would impede delivery</i>	<i>Dependencies exist, but they can be managed / resolved</i>	<i>Significant dependencies / constraints to resolve prior to delivery</i>

We have also provided a key indicating the strategic alignment of the interventions to the objectives of the EGS, as set out below. Projects align with multiple objectives.

Figure 5. Key for the ‘Strategic Alignment’ of projects to the EGS objectives








Grow the economy while reducing inequalities	Accelerate business growth	Good quality jobs in high-performing businesses	Better quality skills via a world-class skills system	Accelerate local placemaking and renewal	Ensure transition to green, low-carbon economy
					











Business interventions




























Interventions focused on business will support a range of intended outcomes, including additional commercial space, support for enterprises to grow and innovate, sector-specific activities and place-based interventions to promote the visitor economy and vibrant retail offerings. Activity will occur across C&P and will be delivered by a range of partners, including local authorities. Some activities are already underway and are included in existing plans Local Authorities have to support economic development, while others are targeted to commence delivery within one, two or three years. Some activities are longer-term priorities on account of the significant additional planning required prior to delivery.



























Deliverability ratings are indicative, as are delivery timescales and next steps. Partners will prepare specific delivery plans for activities. Inclusion in the Implementation Plan does not on its own confirm that a project will be delivered.

































Figure 6. Business Interventions






















#	Project	Location	Lead	Deliverability	Delivery timescale	Next steps	Strategic alignment
<i>Supporting Enterprises to Grow</i>							
1	UK Shared Prosperity Fund Implementation Deliver the UK Shared Prosperity Fund programme of activities across C&P relating to supporting business.	C&P-wide	CPCA, Local Authorities	Scope ■ Funding ■ Capacity ■ Dependencies ■	Within one year (to commence delivery of three year programme)	Pending outcomes of 2022 UK Shared Prosperity Fund	 
2	UK Rural England Prosperity Fund Implementation Deliver the capital grants from DHLUC which are an extension to the UK SPF for rural districts	East Cambs, Fenland, Huntingdonshire, South Cambs	CPCA, Local Authorities	Scope ■ Funding ■ Capacity ■ Dependencies ■	Within one year (to commence delivery of three year programme)	Pending outcomes of 2022 UK Rural England Prosperity Fund	 
3	CPCA Local Growth Fund Programme (recycled funds) Deliver the package of capital projects funded through the LGF which help overcome strategic barriers to growth across C&P.	C&P-wide	CPCA	Delivery underway	Underway		  

#	Project	Location	Lead	Deliverability	Delivery timescale	Next steps	Strategic alignment
4	Business Equity Investment Fund Establish a £10m fund to provide flexible business finance to support sustainable and inclusive growth in firms, particularly focused on SMEs. The fund includes a £2.3m component for investment in social enterprises and the third sector.	C&P-wide	CPCA	Scope ■ Funding ■ Capacity ■ Dependencies ■	Within one year		 
5	Business Growth Services Enterprise support services currently provided by Growth Works, including growth coaching, an inward investment service, a skills brokerage service, a capital growth investment fund for SMEs and the Growth Hub. Programme to be reviewed in 2023.	C&P-wide	CPCA, Growth Works	Scope ■ Funding ■ Capacity ■ Dependencies ■	Within one year	CPCA and LA's to scope out business support provision requirements post-Growth Works contract	 
6	Securing an Investment Zone for C&P Working with central government to secure at least one Investment Zone in C&P, a dedicated geographic area with specific tax and regulatory rules intended to drive economic growth.	TBC (multiple potential locations)	CPCA	Scope ■ Funding ■ Capacity ■ Dependencies ■	Within one year	Await and review revised investment criteria for national Investment Zones policy	 
7	Cambridge BID Activity Support the ongoing activities of Cambridge Business Improvement District – a business led organisation 'Creating a world-class experience for all who visit, live and work in Cambridge, a global city.'	Cambridge	Cambridge BID	Delivery underway	Underway		 
8	Business Incentives for Alconbury Enterprise Zone	Huntingdonshire	HDC	Scope ■ Funding ■ Capacity ■ Dependencies ■	Within one year		 

#	Project	Location	Lead	Deliverability	Delivery timescale	Next steps	Strategic alignment
	Package of financial, skills, training and marketing incentives to attract businesses to Alconbury Enterprise Zone						
9	Peterborough BID Activity Support the ongoing activities of Peterborough Business Improvement District – a business led organisation delivering services to local businesses.	Peterborough	PCC	Delivery underway	Programme runs until 2027		  
10	Opportunity Peterborough Bondholder Network Long-running network for Peterborough-based businesses to support collaboration and growth	Peterborough	PCC	Delivery underway	Underway		  
11	Prop Tech Fund A digital platform to engage with business and promote Northstowe Enterprise Zone as a commercially welcoming place in which to launch and scale businesses.	Northstowe, SC	SCDC	Scope  Funding  Capacity  Dependencies 	Within one year		 
12	Business Incentives for Cambridge Enterprise Zones Package of financial, skills, training and marketing incentives to attract businesses to South Cambridgeshire's 3 CPCA Cambridge Compass Enterprise Sites: Cambridge Research Park, Cambourne Business Park and the Phase 1 Employment area at Northstowe.	South Cambridgeshire	SCDC	Scope  Funding  Capacity  Dependencies 	Within one year		   
<i>Support for C&P Priority Sectors</i>							
13	Digital Sector Strategy Implementation A programme of activities contained within the C&P Digital Sector Strategy to support the sector's growth.	C&P-wide		Scope  Funding  Capacity  Dependencies 	Within one year	Review delivery arrangements to support implementation.	  

#	Project	Location	Lead	Deliverability	Delivery timescale	Next steps	Strategic alignment
14	Advanced Manufacturing and Materials Strategy Implementation A programme of activities contained within the C&P Advanced Manufacturing and Materials Strategy to support the sector's growth.	C&P-wide		Scope  Funding  Capacity  Dependencies 	Within one year	Review delivery arrangements to support implementation. Clarity required on future of Smart Manufacturing Alliance and its role as a potential delivery vehicle.	  
15	Life Sciences Strategy Implementation A programme of activities contained within the C&P Life Sciences Strategy to support the sector's growth.	C&P-wide		Scope  Funding  Capacity  Dependencies 	Within one year	Review delivery arrangements to support implementation.	 
16	Agri-Tech Strategy Action Plan Implementation A programme of activities contained within the C&P Agri-Tech Strategy Action Plan to support the sector's growth.	C&P-wide		Scope  Funding  Capacity  Dependencies 	Within one year	Review delivery arrangements to support implementation.	  
17	Smart Manufacturing Alliance JV between Opportunity Peterborough and CPCA designed to support the manufacturing sector across Cambridgeshire and Peterborough with a focus on productivity, innovation, and sustainability.	C&P-wide	Opportunity Peterborough, CPCA	Delivery underway	Underway		  
18	ACMI 4.0 ERDF-backed project to support manufacturing companies to understand and leverage Industry 4.0 technologies	C&P-wide	PCC	Delivery underway	Underway		  

#	Project	Location	Lead	Deliverability	Delivery timescale	Next steps	Strategic alignment
	<i>New / Additional Commercial Space (subject to further additions)</i>						
19	Allia Future Business and Guildhall Partner with Allia to return ground floor of the Guildhall via meanwhile use lease to business and community uses and support city centre recovery and growth of the social impact sector	Cambridge	Cambridge CC, Allia	Delivery underway	Underway		  
20	E-Space North and Cycle Links Business incubator space on flexible terms for small local businesses, combined with active travel links to connect communities to the site.	Littleport, EC	ECDC	Scope  Funding  Capacity  Dependencies 	Within 2 years	New funding routes required as submission to 2022 Levelling Up Fund did not succeed.	 
21	Spencer Mill Convert part of site into business space. Future phases would see collaboration with an FE college to develop this into an adult education site.	Soham, EC	ECDC	Scope  Funding  Capacity  Dependencies 	Within 2 years		 
22	Future Business Parks Expansion of existing med-tech site in Fordham to provide additional flexible business space.	Fordham, EC	ECDC	Scope  Funding  Capacity  Dependencies 	Within 3 years		 
23	Ely Commercial Site Develop a large, multi-modal industrial site with good access (including train), suitable for businesses with major logistics.	Ely, EC	ECDC	Scope  Funding  Capacity  Dependencies 	Within 3 years		
24	Huntingdonshire co-working / incubation facility Provision of dedicated entrepreneurial space for start-ups and business incubation on flexible terms	Huntingdonshire	HDC	Scope  Funding  Capacity  Dependencies 	Within 3 years		 









#	Project	Location	Lead	Deliverability	Delivery timescale	Next steps	Strategic alignment
25	Medical device and technology rapid prototyping facility Creation of new facility to support SMEs producing devices and diagnostics to ISO13485 standards within UK, reducing costs and on-shoring activity	Alconbury Enterprise Zone, Huntingdonshire	HDC, CPCA	Scope  Funding  Capacity  Dependencies 	Within 2 years		  
26	Wintringham Park Provision of mixed use commercial space to support business growth in St Neots.	St Neots, Huntingdonshire	HDC, U&C	Scope  Funding  Capacity  Dependencies 	Phased over next 7 years		  
27	South Cambridgeshire Hall Conversion Convert ground floor of South Cambridgeshire Hall into a multifunctional workspace for small local businesses	South Cambridgeshire	SCDC	Scope  Funding  Capacity  Dependencies 	Within one year		  

People interventions







Interventions focused on people will support a range of intended outcomes, including reducing inequalities, improving health and wellbeing, and supporting skills and employment. Activity will occur across C&P and will be delivered by a range of partners, including local authorities. Some activities are already underway and are included in existing plans. Local Authorities have to support economic development, while others are targeted to commence delivery within one, two or three years. Some activities are longer-term priorities on account of the significant additional planning required prior to delivery.















Deliverability ratings are indicative, as are delivery timescales and next steps. Partners will prepare specific delivery plans for activities. Inclusion in the Implementation Plan does not on its own confirm that delivery will occur.

Figure 7. People Interventions

#	Project	Location	Lead	Deliverability	Delivery timescale	Next steps	Strategic Alignment
	<i>Employment and Skills</i>						
1	C&P Employment and Skills Strategy Implementation Implement the activities and recommendations of the C&P Employment and Skills Strategy Implementation Plan, which includes delivery of the devolved Adult Education Budget (AEB). Interventions deliver better outcomes for pre-work learning and formal education, employer access to talent, life-wide and life-long learning, and support into and between work.	C&P-wide	CPCA	Delivery underway	Underway		 
2	Multiply A new flexible adult numeracy programme funded through the UK Shared Prosperity Fund and DfE, providing additionality to AEB funded courses.	C&P-wide	CPCA	Delivery underway	Underway		
3	Skills Bootcamp Wave 3 / Wave 4 Skills Bootcamps aim to secure benefits for adults by giving them access to in-demand skills training and a guaranteed interview for a higher-skilled job.	C&P-wide	CPCA	Delivery underway	Underway	Delivery of Wave 3 forecast for completion in 2023.	 
4	Health and Care Sector Work Academy A pilot model to deliver skills training and pathways to address the local labour and skills shortage in health and care.	C&P-wide	CPCA	Delivery underway	Underway	Pilot scheduled to complete in September 2023.	
5	Region of Learning XP Digital Platform Digital platform and support for career development and digital badging of skills and qualifications linked directly to employer needs.	C&P-wide	Cambridge CC	Delivery underway	Underway		 

#	Project	Location	Lead	Deliverability	Delivery timescale	Next steps	Strategic Alignment
6	North-East Cambridge Core Site Meanwhile Uses Programme to promote sustainable job creation as part of meanwhile uses at Core Site including Sustainable Food hub and MMC training facility linked to social inclusion.	Cambridge	Cambridge CC	Scope Funding Capacity Dependencies	Within 2 years		
7	FE Cold Spots – St Neots Review of current provision taking into account housing growth at Wintringham and current attainment levels	St Neots, Huntingdonshire	CPCA	Scope Funding Capacity Dependencies	Within 3 years		
8	Community based Employment & Skills Project Address economic inactivity by engaging residents via key community nodes, such as community groups, emergency food hubs, local jobs clubs, and via housing associations, providing tailored and targeted support.	Huntingdonshire	HDC	Scope Funding Capacity Dependencies	Within 3 years		
9	ARU Peterborough Programme Support the growth of ARU Peterborough, a new university for Peterborough, through future phases of expansion.	Peterborough	PCC, CPCA, ARU-P	Delivery underway	Underway	Prepare for Phase 3 delivery.	
10	Centre for Green Technology Develop new courses for students in green technology motor vehicle/construction industries, with close links to ARU Peterborough.	Peterborough	PCC, Inspire Education Group	Scope Funding Capacity Dependencies	Within 2 years		
<i>Reducing Inequalities</i>							

#	Project	Location	Lead	Deliverability	Delivery timescale	Next steps	Strategic Alignment
11	UK Shared Prosperity Fund Implementation Deliver the UK Shared Prosperity Fund programme of activities across C&P relating to supporting people.	C&P-wide	CPCA	Scope ■ Funding ■ Capacity ■ Dependencies ■	Within one year (to commence delivery of three year programme)	Pending outcomes of 2022 UK Shared Prosperity Fund	
12	Community Grants Programme A grant investment fund to support projects in the city which address social and economic inequalities	Cambridge	Cambridge CC	Delivery underway	Underway		
13	Good Employment Promotion of Equality and Diversity Charters and the Real Living wage to local businesses to improve employment conditions	Cambridge	Cambridge CC	Delivery underway	Underway		
14	Place-based Social Impact Investment Fund Establish a place-based social impact investment fund to address local inequalities.	Cambridge	Cambridge CC	Scope ■ Funding ■ Capacity ■ Dependencies ■	Within one year		
15	Support to Help Ukrainians into Work Cambridge and South Cambridgeshire have welcomed a high number of Ukrainian refugees. The Business Team are providing support by working closely with the DWP to help signpost people in getting support.	Cambridge, South Cambridgeshire	Cambridge CC, SCDC	Delivery underway	Underway		
16	Community Grant Schemes Renewed funding for a Grant Scheme to support community led projects (Community Chest, Mobile Warden, Zero Carbon Communities) that support social, economic inequalities and the green transition.	South Cambridgeshire	SCDC	Scope ■ Funding ■ Capacity ■ Dependencies ■	Within one year		
<i>Health and Wellbeing</i>							

#	Project	Location	Lead	Deliverability	Delivery timescale	Next steps	Strategic Alignment
17	C&P Work and Health Strategy Finalise and implement the Cambridgeshire and Peterborough Work and Health Strategy.	C&P-wide	CPCA	Scope  Funding  Capacity  Dependencies 	Within 3 years		   
18	Active Lifestyles and Sports Strategy Develop a new strategy to engage more with Integrated Care Systems, public health and key partner organisations focusing on raising activity levels.	Peterborough	PCC, Living Sport, Vivacity	Scope  Funding  Capacity  Dependencies 	Within 2 years		 

Infrastructure and Place Interventions












Interventions focused on infrastructure and place will support a range of intended outcomes, including local placemaking and renewal, supporting a green economic transition, transport infrastructure, public transport and active travel connections. Activity will occur across C&P and will be delivered by a range of partners, including local authorities. Some activities are already underway and are included in existing plans. Local Authorities have to support economic development, while others are targeted to commence delivery within one, two or three years. Some activities are longer-term priorities on account of the significant additional planning required prior to delivery.


















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Figure 8. Infrastructure and Place Interventions




#	Project	Location	Lead	Deliverability	Delivery timescale	Next steps	Strategic Alignment
	<i>Local Placemaking and Renewal</i>						

#	Project	Location	Lead	Deliverability	Delivery timescale	Next steps	Strategic Alignment
1	UK Shared Prosperity Fund / Rural England Fund Implementation Deliver the UK Shared Prosperity Fund programme of activities across C&P relating to supporting places.	C&P-wide	CPCA, Local Authorities	Scope Funding Capacity Dependencies	Within one year (to commence delivery of three year programme)	Pending outcomes of 2022 UK Shared Prosperity Fund	
2	CPCA Market Towns Masterplans Programme (Phase 2) Deliver a Masterplan for eleven market towns across C&P, each with the aim of bringing jobs, infrastructure and growth. Phase 2 of this programme includes a targeted focus on supporting social enterprises.	C&P-wide	CPCA	Delivery underway	Underway	A business case to support Phase 2 is being prepared and will be submitted to CA Board cycles in early 2023.	
3	Affordable Housing Programme A programme to deliver 1,457 affordable homes across C&P.	C&P-wide	CPCA	Delivery underway	Scheduled for completion in 2025		
4	UK Rural England Prosperity Fund Implementation Deliver the capital grants from DHLUC which are an extension to the UK SPF for rural districts.	East Cambs, Fenland, Huntingdonshire, South Cambs	CPCA, Local Authorities	Scope Funding Capacity Dependencies	Within one year (to commence delivery of three year programme)	Pending outcomes of 2022 UK Rural England Prosperity Fund	
5	Community infrastructure in East Barnwell Capital investment in additional community infrastructure in East Barnwell	Cambridge	CPCA	Scope Funding Capacity Dependencies	TBC		
6	Peterborough Station Gateway A new entrance and footbridge for Peterborough train station, creating a new gateway to unlock the vibrant city centre for local people, commuters and visitors, and also incorporating additional commercial space.	Peterborough	CPCA, PCC, Network Rail, LNER	Scope Funding Capacity Dependencies	Within one year	Prepare for delivery following successful Levelling Up Fund bid.	

#	Project	Location	Lead	Deliverability	Delivery timescale	Next steps	Strategic Alignment
7	Peterborough bus depot relocation Funding to facilitate relocation of the existing Peterborough bus depot.	Peterborough	CPCA	Scope ■ Funding ■ Capacity ■ Dependencies ■	TBC		 
8	Implement Peterborough Towns Fund programme Deliver the infrastructure projects funded through the Peterborough Towns Fund Deal	Peterborough	PCC	Delivery underway	Underway		 
9	The Vine A new library, culture and community hub for Peterborough, supporting city centre vitality	Peterborough	PCC	Scope ■ Funding ■ Capacity ■ Dependencies ■	Within 3 years		
10	Peterborough Activity Centre Develop a family fitness and sports facility with specialist Olympic standard climbing wall	Ferry Meadows, Peterborough	PCC, Nene Park Trust	Delivery underway	Underway		
<i>Visitor Economy and Vibrant High Streets</i>							
11	Visit Cambridge Organisation development to support the visitor economy and Cambridge city centre recovery.	Cambridge	Cambridge CC	Delivery underway	Underway		
12	Cambridge Cultural Development Enhancement of the Guildhall and Exchange.	Cambridge	CPCA	Scope ■ Funding ■ Capacity ■ Dependencies ■	Within 3 years		 
13	Visit Peterborough Develop a Destination Management Organisation approach to the promotion of Peterborough as a leisure, retail, and business tourism destination, as well as supporting business growth and job creation in the visitor economy.	Peterborough	PCC	Scope ■ Funding ■ Capacity ■ Dependencies ■	Within one year		 

#	Project	Location	Lead	Deliverability	Delivery timescale	Next steps	Strategic Alignment
14	Peterborough city centre events programme Promoting space available to use for events and supporting pop-up markets.	Peterborough	PCC	Scope  Funding  Capacity  Dependencies 	Within one year		
15	Peterborough City Centre Markets Promote and expand the city centre market in Bridge Street through use of pop ups and wooden kiosks.	Bridge Street, Peterborough	PCC	Scope  Funding  Capacity  Dependencies 	Within one year		
16	Supporting local markets Work with CambsAcre to identify Village Halls and Community Buildings that can establish small local community markets. A Markets Toolkit and Traders Directory have been created to help support the project.	South Cambridgeshire	SCDC	Delivery underway	Underway		
17	Visit South Cambs Develop a digital platform to promote the visitor economy within South Cambridgeshire.	South Cambridgeshire	SCDC	Scope  Funding  Capacity  Dependencies 	Within one year		
<i>Digital Connectivity</i>							
18	Digital Connectivity Infrastructure Programme Implementation of the C&P Digital Connectivity Infrastructure Strategy, delivering improved connectivity outcomes for businesses and residents.	C&P-wide	CPCA	Delivery underway	Scheduled for completion in 2025		
<i>Supporting Green Transition</i>							
19	C&P Climate Action Plan 2022-25 Implementation Implement the package of activities contained within the C&P Climate Action Plan.	C&P-wide	CPCA, Multiple other partners	Delivery underway	Plan covers activities until 2025		

#	Project	Location	Lead	Deliverability	Delivery timescale	Next steps	Strategic Alignment
20	Greater South East Net Zero Programme A programme in partnership with BEIS, comprising: local energy capacity support, a rural community energy fund, public sector decarbonisation, social housing decarbonisation and an in-person consumer advice competition pilot.	C&P-wide	CPCA	Delivery underway	Underway		
21	Nature and Environment Investment Fund Attract additional investment into nature-based projects, building local capacity in green investment, and deliver projects on the ground across the CPCA area.	C&P-wide	Natural Cambridgeshire	Scope  Funding  Capacity  Dependencies 	Within one year		
22	Care Home Retrofit Programme Retrofitting up to 40 care homes across C&P to ensure heating and cooling systems are sustainable and cost efficient.	C&P-wide	CPCA	Delivery underway	Delivery underway		
23	Cambridge City Centre District Heating Feasibility Study A study to explore the feasibility of developing a Cambridge City Centre Heat Network.	Cambridge	Cambridge City Council, University of Cambridge	Delivery underway	Underway	Study aims to complete by Summer 2023.	
24	Ely Smart City Vision Build on our successful 5G test bed to connect Ely as a 'Smart City', integrating digital technology into the city and using big data to support services.	Ely, East Cambridgeshire	ECDC	Scope  Funding  Capacity  Dependencies 	Within 2 years		
25	Huntingdonshire Biodiversity for All Accelerate delivery of biodiversity net gain and the aspiration of Doubling Nature by targeted capital investment in Huntingdonshire's natural assets.	Huntingdonshire	HDC	Delivery underway	Within one year		
25	Peterborough Integrated Renewable Infrastructure (PIRI)	Peterborough	PCC	Scope  Funding 	Within one year		

#	Project	Location	Lead	Deliverability	Delivery timescale	Next steps	Strategic Alignment
	A scheme to focus on the enabling infrastructure required to support low-carbon energy schemes (e.g. heating, power, mobility) for commercial, industrial and Council buildings, bringing schemes forward simultaneously to achieve complimentary benefits and economies of scale.			Capacity ■ Dependencies ■			
26	Peterborough Decarbonisation Supporting Peterborough to become a net zero carbon city via a Local Area Energy Plan.	Peterborough	PCC	Scope ■ Funding ■ Capacity ■ Dependencies ■	Longer term priority		
27	EV Charging Roll out EV charging facilities across Peterborough to support electric vehicle take up.	Peterborough	PCC, CPCA	Scope ■ Funding ■ Capacity ■ Dependencies ■	Within 2 years		
<i>Strategic Transport Projects</i>							
28	C&P Local Transport and Connectivity Plan implementation Implement the C&P LTCP, the region's plan for delivering strategic transport, public transport and active travel projects. The Plan includes longer-term strategic initiatives to support improved rail connectivity.	C&P-wide	CPCA, GCP, Local Authorities	Scope ■ Funding ■ Capacity ■ Dependencies ■	TBC	Plan to be published in 2023.	

Longer-term strategic opportunities

Alongside the actions set out above, where delivery is needed and planned now, there are also major economic and investment opportunities on which significant strategic policy work is required across partners. These have the potential to fundamentally strengthen our economy and improve prospects for our people, places and businesses over the long term. Capitalising on these strategic opportunities will require partners to coordinate their actions and work to generate policy support at a local and national level, acknowledging that progress towards achieving strategic aims may be slow and must be pragmatic. New funding sources, including the private sector, will also be required.

Some examples of these opportunities are identified below. We expect that as part of the State of the Region Review to be carried out in 2023 these and others will be explored in more detail.

Figure 9. Strategic opportunities

Example Opportunities	Initiatives to explore	Partners / Next steps
We have a real opportunity to further enhance the competitiveness of our innovation and R&D ecosystems, both in and around Cambridge and into Huntingdonshire and including the recently established ARU Peterborough campus in Peterborough, by working with local sectors.	Further development of the Cambridge and area ecosystem. Peterborough R&D ecosystem built around ARU Peterborough	CPCA, GPC, PCC, ARU
Future further devolution will provide the local levers and influence to support our economic growth ambitions and to target resources to ensure good growth for residents. This may include skills, employment support, business support, innovation and inward investment.	Further devolution to support enhanced local powers and decision making	CPCA Implement the recommendations of the CPCA Improvement Plan and seek ongoing conversations with government about medium-term devolution opportunities.
Greater Cambridge's international reputation for excellence in research and innovation is a significant drawcard which attracts large flows of inward investment. More can be done to strengthen and capitalise on this advantage, and also to radiate the benefits of inward investment outwards from Cambridge to the rest of C&P, generating higher-skilled employment opportunities across our sub-economies.	Attracting increased Foreign Direct Investment to spur business growth	CPCA, GCP and others
Our forthcoming Local Transport and Connectivity Plan will set out the transport infrastructure constraints which inhibit economic growth and restrict accessibility for our communities. Addressing these constraints	Campaign to improve transport connectivity for bus networks and rail infrastructure, including	CPCA, GCP Publish the Local Transport and Connectivity Plan;

will require significant additional funding alongside national political support, and partners must work together with a long-term vision for meeting our connectivity requirements.	the East West Rail project.	convene partners in preparation for campaign
There are major sector growth opportunities ahead in, Life Sciences, Agri Tech, Advanced Manufacturing and Materials, and AI. Whilst sector strategies have been developed, further work is needed on prioritisation, resourcing and leadership to ensure that these opportunities are delivered, and also to ensure the strategy reflect global changes across sectors. In addition, there are opportunities for crossovers between sectors (e.g. Life Sciences and AI) with potentially enormous benefits that should be further explored via an approach which breaks down sector silos.	Capitalising on the transformative potential of our priority sectors and crossovers between them	CPCA, Business Board, multiple private sector partners Confirm approach to implementing the priority sector strategies and review additional requirements to capitalise on opportunities
As the region continues to develop its approach to land use and resource management in the context of climate change and low carbon transition, major new opportunities (as well as challenges) for jobs, skills and growth will materialise.	Opportunities within the low carbon transition	CPCA, CPCA Independent Commission on Climate, multiple private sector partners Develop an approach to identifying opportunities and responding to them strategically

Monitoring Progress

Approach to monitoring and evaluation

Rigorous monitoring and evaluation is vital if we are to both drive delivery and retain the flex needed to ensure we have impact in a rapidly evolving economic and political situation. The pace of change is such that no plan can be set in stone and forecast outputs and outcomes must be closely linked to actual delivery. We need to both hold ourselves as partners to account and learn as we go. Long term evaluation is important, but so too is real time understanding of the actual outcome performance of our actions. Nationally too many projects don't report or understand their impact until well after the delivery and monitoring phase is complete. We also know that to deliver against our six capital approach it is vital that early stage project development identifies the wider benefits that a project or action can deliver.

Data Gathering

Each intervention delivered as part of EGS implementation will therefore have its own output targets specific to it, as well as longer-term measures of success to which the activity will contribute which will be aligned with the performance measures of the CPCA Strategy and Business Plan. The approach to monitoring and evaluation will then operate at two levels.

The first will be at the intervention level, whereby both delivery progress and outputs specific to a project or activity will be reported on at pre-agreed milestones by the responsible delivery partner by updating the project register owned and monitored on behalf of all partners by CPCA and shared with partners via regular and consistent reporting arrangements.

Delivery partners can utilise this information to monitor progress and refine project design or delivery models as required. Intervention level reporting will result in a rich evidence base for partners that gives insight into what works, where and for who, that can be utilised to inform the design of future interventions. The monitoring and evaluation approach for the EGS must therefore include a mechanism for sharing key lessons with partners, for instance through reports shared with partners and discussed collectively via the Economic Development Leads meetings. Over time, this will help build a central data repository of what outputs have been delivered through various activities, as well as case studies and further information which can inform future delivery.

The second level of reporting will be at a portfolio level to assess the impact of strategic delivery. These programme-level reports should contain a level of detail relevant to the CPCA Board (which includes all LAs), the Business Board and supporting officers group who will receive these reports as part of ongoing management of EGS delivery. In order to align how EGS implementation is monitored with wider strategic monitoring, the progress measures built into the Implementation Plan will be a selection of those drawn from the CPCA Strategy and Business Plan, as set out in the Progress Measures section below. The intention of this approach is to streamline how outcomes are measured across

Cambridgeshire and Peterborough, enabling partners to minimise the amount of time spent on data collection and analysis and instead focus on how impact can be enhanced.

An early step as part of implementation will be for partners to co-develop this evaluation approach, looking at how data should be collected and analysed, but also looking at embedding a culture of sharing learnings and best practice to continually inform delivery across the region.

Reporting on progress

With partners, the CPCA will co-develop an approach to reporting which enables both project delivery milestones and outputs from activities to be tabulated and reported in a consistent and simple manner. This information will be widely shared with partners, including via the Economic Development Leads meeting.

The CPCA Business Board will monitor the programme via two forms of reporting. The first will be via reporting on the outcomes delivered by the programme of activities, aligned to the outcome measures of the CPCA Strategy and Business Plan. The second will be via reporting on programme delivery which tracks the status of projects, providing a simple overview of progress across the programme of activities. The Business Board does not intend to closely monitor the delivery progress of all projects in the programme, but rather those where the Board may be able to help resolve issues or provide relevant strategic advice. Reporting will be linked into the CPCA's wider assurance and governance systems, with CPCA officers managing the reporting process.

Consideration should also be given to producing publicly available impact reports using the progress measures, demonstrating progress and sharing success stories from across the region. As well as helping to trace the longer-term impact of strategic activity, CPCA and delivery partners will be able to use reporting outputs to leverage further investment in the region to support the longer-term major transformation projects.

Progress Measures and Outcome Metrics

CPCA are identifying the major metrics from the wider set included in the CPCA Strategy and Business Plan which will be used to track outcomes and impact from delivery and link back to the six capitals approach. These metrics should be monitored at a CA-level but also for local authority districts to track how outcomes differ across our sub-economies. National and regional comparators should be used to track relative performance.

Metrics are likely to be drawn from the 'Achieving Good Growth' priority theme of the Strategy and Business Plan. These metrics will be used to measure the wider impact of the EGS Implementation Plan, recognising that individual projects will have specific outputs attributable to them, as set out above. The relevant outcome measures are set out below.

Figure 1. 'Achieving Good Growth' outcome measures of the CPCA Strategy and Business Plan

Outcome	Basis	Measurement
Increase in Gross Value Added	GVA (ONS)	Measured at C&P level and within districts / sub-economies.

A headline outcome measure of economic growth and prosperity, enshrined in the CPCA Devolution Deal as a target		Data published annually.
Improvements in productivity above UK average A measure of economic output per job, key to long-run growth and prosperity.	GVA per job in total, and in sectors	Measured at C&P level and within districts / sub-economies. Data published annually.
Improvements for all districts on the Prosperity Index A measure of institutional, economic and social wellbeing across UK local authorities.	Relative position of districts on the Prosperity Index	Measured at a local authority level. Data published annually.
Neighbourhoods lifted out of the 10% most deprived nationally A measure of the reduction in deprivation in the region's most deprived areas.	Relative position of small areas on the Index of Multiple Deprivation	Measured at a neighbourhood (LSOA) level. Data published every 5 years (approximately). Last in 2019.
Consistent high levels of growth in Knowledge Intensive industries (above UK rates) A measure of the proportion of employment growth in 'Knowledge Intensive' industries, which provide good-quality high-wage jobs.	Knowledge Intensive industries ONS dataset / Centre for Business Research (CBR) at the University of Cambridge	Measured at C&P level and within districts / sub-economies where possible. Also measured for specific sectors within Knowledge Intensive industries. Data published annually.
Retain global position and reputation A measure of the international standing of Cambridgeshire and Peterborough and its ability to attract Foreign Direct Investment	TBC	Measured at C&P level and within districts / sub-economies. Data published annually.
Maintain net contribution to UK treasury A measure of the net contribution to UK PLC from Cambridgeshire and Peterborough	TBC	Measured at C&P level. Data published annually.

In addition to these outcome measures which are directly related to the 'achieving good growth' strategic priority, there are other outcome measures related to the other priority areas of the CPCA Strategy and Business Plan, which are listed below and may be drawn into the evaluation framework for the EGS.

Figure 2. Other outcome measures of the CPCA Strategy and Business Plan

Theme	Headline measure
	<i>Measured at CA, county and district levels, and at more granular levels when applicable</i>
Improving connectivity	Increasing public transport and sustainable travel connectivity Reduction in numbers of people killed or seriously injured on region's roads Reduced congestion on major roads Measurable improvements in connectivity for 'left behind' areas
Ambitious skills and employment opportunities	Closing the skills gap with the national average for Peterborough, Fenland and pockets within Cambridgeshire An increase in the percentage of the population qualified to Levels 2, 3, 4 and high qualifications

Enabling resilient communities	Reduced difference in household income between most deprived and least deprived areas
	Increase in percentage of population in well-paid employment
	Improved health and wellbeing as measured by NS Health Index
	Reduction in CO2 emissions for Cambridgeshire and Peterborough
	Increase in biodiversity improvements in both common and red-list species
	Increases in Healthy Life Expectancy at Birth
	Reduction in the gap between the healthiest and least healthy places

In order for partners to hold themselves accountable for implementation, consideration should be given to setting new specific time-bound targets for achieving a certain level of outcome, for example, a 5% reduction in the number of C&P neighbourhoods in the 10% most deprived nationally by 2025. Setting targets in this way, rather than just monitoring outcomes, will help build momentum behind implementation and demonstrate the impact that partners are having. Defining and setting these targets will be something to explore as part of the broader economic review that will be carried out later in 2023.

Next steps

As noted in the introduction, the purpose this plan is to guide the first stage of strategy delivery and to cement a shared understanding of what is to be delivered, how, when and by who to realise longer term strategic ambitions. Any plan is a live document, against which progress should be monitored, and revisions issued as objectives are delivered. This means that progress of the EGS Implementation Plan needs to be regularly monitored and reported on to the CPCA Board, Business Board, and other governance arrangements established to support implementation.

To assist with the early stage of implementation the table below sets out some proposed immediate next steps for partners to take.

Figure 3. Immediate next steps

Step	Owner and action required
Establish and embed new governance arrangements, including to confirm future role of the CPCA Business Board and Board Champions	CA Board to confirm in March 2023 Board meeting
Establish new arrangements for partnership working, including the Economic Development Leads meeting	CPCA officers to liaise with Local Authority colleagues to establish Terms of Reference for meeting
Develop reporting templates for monitoring outcomes and delivery progress	CPCA officers to develop templates and share with CA Business Board and Local Authority partners for consideration

Develop approach to driving implementation of the Priority Sector Strategies

Business Board members to confirm approach to 'champions' for priority sector strategies

Publicise the EGS Implementation Plan and work with broader partners (including private sector) to help embed delivery

CPCA officers to publish the Implementation Plan on the CA's website (post-Board endorsement). Delivery partners to share the Implementation Plan with their networks to build momentum around delivery

Once these immediate steps have been taken, implementation will shift focus to embedding delivery (including supporting continuous improvement), exploring longer-term opportunities and preparing for a more fundamental review of the region's economy, expected to occur later in 2023.

DRAFT



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Agenda Item No: 9.1

Combined Authority Subsidiary Company Director Appointments

To: Cambridgeshire and Peterborough Combined Authority Board

Meeting Date: 22 March 2023

Public report: Yes

Lead Member: Mayor Dr Nik Johnson

From: Edwina Adefehinti, Chief Officer - Legal and Governance & Monitoring Officer (Interim)

Key decision: No

Forward Plan ref: n/a

Recommendations: The Combined Authority Board is recommended to:

- a) Appoint one of the Deputy Mayors as a Director of Angle Holdings Limited to build resilience in overseeing and supporting the orderly closure of the company.
- b) Agree the appointment of two members of the Executive Team within the CPCA as a Directors of Angle Holdings and Angle Developments (East) to oversee and support the orderly closure of the companies.
- c) Agree the appointment of two members of the Executive Team within the CPCA as a Director of the Cambridgeshire & Peterborough Business Growth Company Limited (GrowthCo) to replace an outgoing director of the company and to build resilience.
- d) Agree the appointment of a member of the Executive Team within the CPCA as a Director of the Peterborough HE Property

Company Limited (PropCo1) to ensure quoracy of CPCA membership of the Board of that company. ^{Item 9.1}

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

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

1. Purpose

- 1.1 To consider nominations to be Directors of three of the Combined Authority's subsidiary companies.

2. Background

- 2.1 At the meeting of the Combined Authority Board of 19 October 2022 it was resolved to: To instruct officers to undertake the actions required to wind up Angle Holdings Limited and Angle Developments (East) Limited and for the appointment of a senior member of the CPCA finance team as a Director of both companies in order to oversee and support the orderly closure of both companies.
- 2.2 Subsequent to this decision the Board of Angle Developments (East) Limited has met and noted the decision of the Board to wind up the company and has appointed Jon Alsop as a Director of the company. However, Angle Holdings has still to meet as a Board to note the decision to wind the company up and appoint an additional Director. The reason behind this is due to the company Articles of Association (13.2 – see Appendix 1) stating that “the quorum for the transaction of any business shall be three (Directors) and one of the Directors must be either the Mayor or the Deputy Mayor of the Combined Authority”.
- 2.3 Due to the Mayor's absence it has not been possible for the Board of Angle Holdings to meet and make any decisions around the wind-up of the company or the appointment of additional directors to transact business. Angle Holdings Limited is also the holding company for Angle Developments (East) Limited, therefore that company cannot commence wind-up until the Board of Angle Holdings approves this undertaking.
- 2.4 It is proposed that one of the Deputy Mayors be appointed to the Board of Angle Holdings which would allow for business to be transacted and bring the complement of Directors to the quorum of three. Also, it is proposed that two additional Directors be appointed from within the Combined Authority Executive Team in case of any future absences whilst the work around the wind-up of the two companies proceeds.
- 2.3 The Articles of Association for Angle Developments (East) Limited (Appendix 2) state the company need only have a single director, which is the current scenario. However, to build resilience it is considered that two additional Directors be appointed from the Combined Authority's Executive Team or from the Combined Authority Board.
- 2.4 Mark Parkinson resigned as a director of the Cambridgeshire & Peterborough Business Growth Company (GrowthCo) on 9 March 2023. It is proposed, to build resilience that an additional two Directors be appointed from within the Combined Authority Executive Team to avoid any Board quoracy issues moving forward.
- 2.5 It is proposed that the Board agree to the appointment of a new Director, from within the Executive Team of the Combined Authority, for the Peterborough HE Property Company Limited (PropCo1). This would ensure the quoracy of the Board of that company in terms of Combined Authority membership.

3. Financial Implications

- 3.1 No remuneration will be payable to officers acting as a director on subsidiary company Boards.

4. Legal Implications

- 4.1 The Combined Authority is a corporate body with a separate legal personality and is, therefore, capable of owning companies. The CPCA may exercise various powers and functions given to it by statute which include a range of express and implied powers to form and acquire shares in a company for the furtherance of the CPCA's aims such as in the Localism Act 2011 and section 95, Local Government Act 2003. See Appendix 2 for guidance.
- 4.2 Under the Companies Act, Section 154 a private company must have at least one director and a public company must have at least two directors. In addition, Section 155 requires that at least one director must be a natural person.

5. Public Health Implications

- 5.1 There are no public health implications relevant to this report.

6. Environmental and Climate Change Implications

- 6.1 There are no environmental and/or climate change implications relevant to this report.

7. Other Significant Implications

- 7.1 There are no other significant implications.

8. Appendices

- 8.1 Appendix 1 – Articles of Association of Angle Holdings Limited.

Written resolution of Angle Holdings Limited (the Company)**Company number: 12190825****Dated** 27/2/2020 **2020 (Circulation Date)**

Under Chapter 2 of Part 13 of the Companies Act 2006, the directors of the Company propose that the following resolution be passed as a special resolution of the Company (the **Resolution**).

Special Resolution

- 1 **That**, the articles of association attached to this Resolution be adopted as the articles of association of the Company in substitution for, and to the exclusion of, the Company's existing articles of association.

Agreement

Please read the notes at the end of this document before signifying your agreement to the Resolution.

We, the undersigned, being the sole person entitled to vote on the above Resolution hereby irrevocably agree to the Resolution:



Signed

for and on behalf of
Cambridge and Peterborough Combined Authority

Date:27 February 2020



Important notes:

- 1 If you agree with the Resolution, please indicate your agreement by signing and dating where indicated above and returning this document to the Company using one of the following methods:
 - **By hand:** delivering the signed copy to Dermot Pearson, Cambridgeshire & Peterborough Combined Authority, The Incubator, The Boulevard, Enterprise Campus, Huntingdon, PE28 4XA;
 - **By post:** returning the signed copy by post to Dermot Pearson, Cambridgeshire & Peterborough Combined Authority, The Incubator, The Boulevard, Enterprise Campus, Huntingdon, PE28 4XA;
 - **By e-mail:** by attaching a scanned copy of the signed document to an e-mail and sending it to dermot.pearson@cambridgeshirepeterborough-ca.gov.uk.
- 2 A special resolution must be passed by members representing not less than 75% of the voting rights of eligible members.
- 3 Please note that once you have indicated your agreement to the Resolution, you may not revoke your agreement.
- 4 If you disagree with the Resolution, you do not need to do anything. If you do not reply, you will be deemed to have rejected the resolution.
- 5 If the Resolution is not passed by the end of 28 days after the Circulation Date, it will lapse. If you agree to the Resolution, please ensure that your agreement reaches us by the end of 28 days after the Circulation Date.



**Articles of association
of Angle Holdings Limited**

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Company number: 12190825

Private company limited by shares

Articles of association

of

Angle Holdings Limited

1 Model articles not to apply

The model articles of association for private companies limited by shares contained in Schedule 1 to the Companies (Model Articles) Regulations 2008, as amended prior to the date of adoption of these Articles shall not apply to the company. References to **the articles** shall be to the following articles of association as amended from time.

2 Defined terms

In the articles, unless the context requires otherwise:

bankruptcy includes individual insolvency proceedings in a jurisdiction other than England and Wales or Northern Ireland which have an effect similar to that of bankruptcy;

board means the board of directors of the company from time to time;

chair has the meaning given in article 14;

chair of the meeting has the meaning given in article 46;

Companies Acts means the Companies Acts (as defined in section 2 of the Companies Act 2006), in so far as they apply to the company;

Combined Authority means the Cambridge & Peterborough Combined Authority or any successor body thereto;

Constituent Councils means Cambridge City Council, Cambridgeshire County Council, East Cambridgeshire District Council, Fenland District Council, Huntingdonshire District Council, Peterborough City Council or South Cambridgeshire District Council and any successor body to any of these;

director means a director of the company, and includes any person occupying the position of director, by whatever name called;

distribution recipient has the meaning given in article 38;

document includes, unless otherwise specified, any document sent or supplied in electronic form;

electronic form has the meaning given in section 1168 of the Companies Act 2006;

fully paid in relation to a share, means that the nominal value and any premium to be paid to the company in respect of that share have been paid to the company;

hard copy form has the meaning given in section 1168 of the Companies Act 2006;

holder in relation to shares means the person whose name is entered in the register of members as the holder of the shares;

instrument means a document in hard copy form;

ordinary resolution has the meaning given in section 282 of the Companies Act 2006;

paid means paid or credited as paid;

Parent means the Combined Authority;

participate, in relation to a directors' meeting, has the meaning given in article 12;

proxy notice has the meaning given in article 52;

shareholder means a person who is the holder of a share;

shares means shares in the company;

special resolution has the meaning given in section 283 of the Companies Act 2006;

subsidiary has the meaning given in section 1159 of the Companies Act 2006;

transmittee means a person entitled to a share by reason of the death or bankruptcy of a shareholder or otherwise by operation of law; and

writing means the representation or reproduction of words, symbols or other information in a visible form by any method or combination of methods, whether sent or supplied in electronic form or otherwise.

Unless the context otherwise requires, other words or expressions contained in these articles bear the same meaning as in the Companies Act 2006 as in force on the date when these articles become binding on the company.

3 **Liability of members**

The liability of the members is limited to the amount, if any, unpaid on the shares held by them.

4 **Objects clause**

The company's objects are to act and operate as a holding company for companies established by the Combined Authority and to undertake any activities reasonably incidental thereto.

5 **Directors' general authority**

Subject to the articles, the directors are responsible for the management of the company's business, for which purpose they may exercise all the powers of the company.

6 **Shareholders' reserve power**

6.1 The shareholders may, by special resolution, direct the directors to take, or refrain from taking, specified action.

6.2 No such special resolution invalidates anything which the directors have done before the passing of the resolution.

7 **Directors may delegate**

7.1 Subject to the articles, the directors may delegate any of the powers which are conferred on them under the articles:

7.1.1 to such person or committee;

7.1.2 by such means (including by power of attorney);

7.1.3 to such an extent;

7.1.4 in relation to such matters or territories; and

7.1.5 on such terms and conditions;

as they think fit.

7.2 If the directors so specify, any such delegation may authorise further delegation of the directors' powers by any person to whom they are delegated.

7.3 The directors may revoke any delegation in whole or part, or alter its terms and conditions.

8 **Committees**

8.1 Committees to which the directors delegate any of their powers must follow procedures which are based as far as they are applicable on those provisions of the articles which govern the taking of decisions by directors.

8.2 The directors may make rules of procedure for all or any committees, which prevail over rules derived from the articles if they are not consistent with them.

9 **Directors to take decisions collectively**

9.1 The general rule about decision-making by directors is that any decision of the directors must be either a majority decision at a meeting or a decision taken in accordance with article 10.

9.2 If:

9.2.1 the company only has one director; and

9.2.2 no provision of the articles requires it to have more than one director,

the general rule does not apply, and the director may take decisions without regard to any of the provisions of the articles relating to directors' decision-making.

10 Unanimous decisions

10.1 A decision of the directors is taken in accordance with this article when all eligible directors indicate to each other by any means that they share a common view on a matter.

10.2 Such a decision may take the form of a resolution in writing, which may consist of several copies each signed by one or more eligible directors or to which the eligible directors have otherwise indicated agreement in writing.

10.3 References in this article to eligible directors are to directors who would have been entitled to vote on the matter had it been proposed as a resolution at a directors' meeting.

10.4 A decision may not be taken in accordance with this article if the eligible directors would not have formed a quorum at such a meeting.

11 Calling a directors' meeting

11.1 Any director may call a directors' meeting by giving notice of the meeting to the directors or by authorising the company secretary (if any) to give such notice.

11.2 Notice of any directors' meeting must indicate:

11.2.1 its proposed date and time;

11.2.2 where it is to take place; and

11.2.3 if it is anticipated that directors participating in the meeting will not be in the same place, how it is proposed that they should communicate with each other during the meeting.

11.3 Notice of a directors' meeting must be given to each director, but need not be in writing.

11.4 Notice of a directors' meeting need not be given to directors who waive their entitlement to notice of that meeting. A director may waive the requirement that notice of a meeting of the directors or of a committee of the directors be given to him at any time before or after the date on which the meeting is held by notifying the company to that effect. Where a director gives such notice after the meeting has been held, that does not affect the validity of the meeting, or of any business conducted at it.

12 Participation in directors' meetings

12.1 Subject to the articles, directors participate in a directors' meeting, or part of a directors' meeting, when:

12.1.1 the meeting has been called and takes place in accordance with the articles, and

12.1.2 they can each communicate to the others any information or opinions they have on any particular item of the business of the meeting.

12.2 In determining whether directors are participating in a directors' meeting, it is irrelevant where any director is or how they communicate with each other.

12.3 If all the directors participating in a meeting are not in the same place, the meeting shall be deemed to take place where the largest group of those participating is assembled or, if there is no such group, where the chair of the meeting is.

13 **Quorum for directors' meetings**

13.1 At a directors' meeting, unless a quorum is participating, no proposal is to be voted on, except a proposal to call another meeting.

13.2 The quorum for the transaction of business of the directors shall be 3 and one of the directors must be either the Mayor or Deputy Mayor of the Combined Authority.

13.3 If the total number of directors for the time being is less than the quorum required, the directors must not take any decision other than a decision to request that the Parent appoints such number of further directors as are required to make up the board under article 21.

14 **Chairing of directors' meetings**

14.1 The board shall appoint a director to chair the directors' meetings.

14.2 The person so appointed for the time being is known as the chair.

14.3 The Parent may require the directors to terminate the chair's appointment at any time upon giving written notice to the company.

14.4 If the chair is not participating in a directors' meeting within ten minutes of the time at which it was to start, the participating directors must appoint one of themselves to chair it.

15 **Casting vote**

15.1 If the numbers of votes for and against a proposal are equal, the chair or other director chairing the meeting has a casting vote.

15.2 But this does not apply if, in accordance with the articles, the chair or other director is not to be counted as participating in the decision-making process for quorum or voting purposes.

16 **Conflicts of interest**

16.1 If a proposed decision of the directors is concerned with an actual or proposed transaction or arrangement with the company in which a director is interested, then provided that the director has disclosed his interest in such actual or proposed transaction or arrangement with the company in accordance with the Companies Acts or the provisions of these articles, he may nevertheless be counted as participating in the decision-making process for quorum and voting purposes in respect of any such matter in which the director is in any way interested, and shall not, save as otherwise agreed, be accountable to the

company for any benefit which he derives under or in consequence of any such transaction or arrangement.

16.2 For the purposes of this article, references to proposed decisions and decision-making processes include any directors' meeting or part of a directors' meeting.

16.3 Subject to article 16.4, if a question arises at a meeting of directors or of a committee of directors as to the right of a director to participate in the meeting (or part of the meeting) for voting or quorum purposes, the question may, before the conclusion of the meeting, be referred to the chair whose ruling in relation to any director other than the chair is to be final and conclusive.

16.4 If any question as to the right to participate in the meeting (or part of the meeting) should arise in respect of the chair, the question is to be decided by a decision of the directors at that meeting, for which purpose the chair is not to be counted as participating in the meeting (or that part of the meeting) for voting or quorum purposes.

17 **Authorisation of directors' conflicts of interest**

17.1 For the purposes of section 175 of the Companies Act 2006, as amended, consolidated or re-enacted from time to time (the **2006 Act**), the directors shall have the power to authorise any relationship, situation or other matter which would or might otherwise constitute or give rise to a breach by a director of the duty to avoid conflicts of interest set out in that section of the 2006 Act (a **Conflict Situation**). Any reference in these articles to a conflict of interest includes a conflict of interest and duty and a conflict of duties.

17.2 For the purposes of sections 175 and 180(4) of the 2006 Act and for all other purposes, it is acknowledged that a director may be or become subject to a Conflict Situation or Conflict Situations as a result of his also being or having been (or being party to an agreement or arrangement or understanding or circumstances under which he may become) an employee, director, trustee, member, partner, officer or representative of, or a consultant to, or a direct or indirect investor in and/or otherwise involved with or interested in, any of the Combined Authority [and/or any of the Constituent Councils], the company, its subsidiaries, any of its holding companies or any subsidiary of any of its holding companies (as such terms are defined in section 1159 of the 2006 Act) or any of its shareholders.

17.3 No director shall be in breach of the duty to avoid conflicts of interest in section 175 of the Act as a result of, and no authorisation is required in respect of, any Conflict Situation envisaged by article 17.2 having arisen or existing in relation to him.

17.4 Authorisation of a matter under this article 17 shall be effective only if:

17.4.1 the matter in question shall have been proposed in writing for consideration by the directors, or in such other manner as the directors may determine;

17.4.2 any requirement as to the quorum at the meeting of the directors at which the matter is considered is met without counting the director in question and any other interested director (together, the **interested directors**); and

17.4.3 the matter was agreed to without the interested directors voting or would have been agreed to if the votes of the interested directors had not been counted.

- 17.5 Unless otherwise determined by the directors (excluding the interested directors), any authorisation of a matter under this article 17 shall extend to any actual or potential conflict of interest which may reasonably be expected to arise out of the matter so authorised.
- 17.6 Any authorisation of a matter under this article 17 shall be on such terms and/or conditions as the directors (excluding the interested directors) may determine, whether at the time such authorisation is given or subsequently and may be varied or terminated by the directors (excluding the interested directors) at any time. Such terms or conditions may include (without limitation) terms and conditions as to the duration, renewal and/or revocation of the authorisation, and/or the exclusion of the interested directors from all information and discussion of the matter in question. A director shall comply with any obligations imposed on him by the directors (excluding the interested directors) pursuant to any such authorisation.
- 17.7 If a director receives or has received any information otherwise than by virtue of his position as a director of the company and in respect of which he owes a duty of confidentiality to another person, the director is under no obligation to:
- 17.7.1 disclose any such information to the company, the directors or any other director or employee of the company; or
- 17.7.2 use or apply any such information in connection with the performance of his duties as a director;
- provided that to the extent that such duty of confidentiality arises out of a situation or relationship which would or might otherwise constitute or give rise to a breach by the director of the duty to avoid conflicts of interest set out in section 175 of the 2006 Act, this article 17.7 shall apply only if such situation or relationship has been authorised by the directors under this article 17.
- 17.8 A director shall not, save as otherwise agreed by him, be accountable to the company for any benefit which he (or a person connected with him) derives from any matter authorised by the directors under this article and any contract, transaction or arrangement relating thereto shall not be liable to be avoided on the grounds of any such benefit.
- 18 **Records of decisions to be kept**
- The directors must ensure that the company keeps a record, in writing, for at least 10 years from the date of the decision recorded, of every unanimous or majority decision taken by the directors.
- 19 **Directors' discretion to make further rules**
- Subject to the articles, the directors may make any rule which they think fit about how they take decisions, and about how such rules are to be recorded or communicated to directors.
- 20 **The board**
- Unless otherwise determined by ordinary resolution, the number of directors is not subject to any maximum and the minimum number is 5.

21 **Appointment and Removal of Directors**

21.1 Notwithstanding any other provision of these articles, the Parent may at any time and from time to time:

21.1.1 appoint any person to be a director (provided that any such appointment does not cause the number of directors to exceed a number fixed by or in accordance with these articles as the maximum number of directors); or

21.1.2 remove any director from office.

21.2 Every such appointment or removal shall be effected by notice in writing to the company and shall take effect immediately (or on such later date, if any, specified in the notice). Any such notice of appointment or removal may consist of several documents in similar form, each signed by or on behalf of one or more holders.

21.3 In any case where, as a result of bankruptcy, the company has no shareholders and no directors, the trustee in bankruptcy or other transmittee(s) of the last shareholder to have a bankruptcy order made against him has the right, by notice in writing, to appoint a natural person (including himself) who is willing to act and is permitted to do so to be a director.

22 **Termination of director's appointment**

A person shall be ineligible for appointment to the board and if already appointed ceases to be a director as soon as:

22.1 that person ceases to be a director by virtue of any provision of the Companies Act 2006 or is prohibited from being a director by law;

22.2 that person has for more than six consecutive months been absent without permission of the directors from meetings of directors held during that period and the directors resolve that person's office be vacated;

22.3 a bankruptcy order is made against that person;

22.4 a composition is made with that person's creditors generally in satisfaction of that person's debts;

22.5 a registered medical practitioner who is treating that person gives a written opinion to the company stating that that person has become physically or mentally incapable of acting as a director and may remain so for more than three months;

22.6 notification is received by the company from the director that the director is resigning from office, and such resignation has taken effect in accordance with its terms;

22.7 that person is an employee of any shareholder in the company and ceases to be employed as such for any reason;

22.8 that person is removed by the Parent by a notice in writing to the company; and

22.9 that person is or becomes a person disqualified from elected membership of a local authority.

23 Directors' remuneration

Directors may undertake any services for the company that the directors decide **provided that** no sum shall be paid to a director who is an elected member of the Parent or any of the Constituent Councils.

24 Directors' expenses

The company may pay any reasonable expenses which the directors properly incur in connection with their attendance at:

24.1 meetings of directors or committees of directors;

24.2 general meetings; or

24.3 separate meetings of the holders of any class of shares or of debentures of the company, or otherwise in connection with the exercise of their powers and the discharge of their responsibilities in relation to the company **provided that** no sum shall be paid to a director who is an elected member of the Combined Authority or the Constituent Councils.

25 Company secretary

The directors may appoint a company secretary for such term, at such remuneration and upon such conditions as they think fit. Any company secretary may be removed or replaced by the directors.

26 Nil- or partly-paid shares permitted

If the company at any time has nil or partly-paid shares in issue, articles 52 to 62 (inclusive) of the model articles of association for public companies contained in Schedule 3 to the Companies (Model Articles) Regulations 2008, as amended prior to the date of adoption of these articles, shall apply to the company and form part of these articles as if the text of such provisions was set out in full in these articles.

27 Allotment of shares

27.1 Save as authorised from time to time by an ordinary resolution of the shareholders, the directors shall not exercise any power to allot shares or to grant rights to subscribe for, or to convert any security into, any shares in the company.

27.2 Sections 561 and 562 of the Companies Act 2006 shall not apply to any allotment of equity securities (as defined in section 560 of the Companies Act 2006) by the company.

28 Powers to issue different classes of share

28.1 Subject to the articles, but without prejudice to the rights attached to any existing share, the company may issue shares with such rights or restrictions as may be determined by ordinary resolution.

28.2 The company may issue shares which are to be redeemed, or are liable to be redeemed at the option of the company or the holder, and the directors may determine the terms, conditions and manner of redemption of any such shares.

29 Company not bound by less than absolute interests

Except as required by law, no person is to be recognised by the company as holding any share upon any trust, and except as otherwise required by law or the articles, the company is not in any way to be bound by or recognise any interest in a share other than the holder's absolute ownership of it and all the rights attaching to it.

30 Share certificates

30.1 The company must issue each shareholder, free of charge, with one or more certificates in respect of the shares which that shareholder holds.

30.2 Every certificate must specify:

30.2.1 in respect of how many shares, of what class, it is issued;

30.2.2 the nominal value of those shares;

30.2.3 the amount paid up on the shares to which it relates; and

30.2.4 any distinguishing numbers assigned to them.

30.3 No certificate may be issued in respect of shares of more than one class.

30.4 If more than one person holds a share, only one certificate may be issued in respect of it.

30.5 Certificates must:

30.5.1 have affixed to them the company's common seal, or

30.5.2 be otherwise executed in accordance with the Companies Acts.

31 Replacement share certificates

31.1 If a certificate issued in respect of a shareholder's shares is:

31.1.1 damaged or defaced; or

31.1.2 said to be lost, stolen or destroyed,

that shareholder is entitled to be issued with a replacement certificate in respect of the same shares.

31.2 A shareholder exercising the right to be issued with such a replacement certificate:

31.2.1 may at the same time exercise the right to be issued with a single certificate or separate certificates;

31.2.2 must return the certificate which is to be replaced to the company if it is damaged or defaced; and

31.2.3 must comply with such conditions as to evidence, indemnity and the payment of a reasonable fee as the directors decide.

32 Share transfers

- 32.1 Shares may be transferred by means of an instrument of transfer in any usual form or any other form approved by the directors, which is executed by or on behalf of the transferor.
- 32.2 The instrument of transfer of any share taken on formation of the company by a subscriber to the company's memorandum of association need not be executed by or on behalf of the transferee even where the share is not fully paid.
- 32.3 No fee may be charged for registering any instrument of transfer or other document relating to or affecting the title to any share.
- 32.4 The company may retain any instrument of transfer which is registered.
- 32.5 The transferor remains the holder of a share until the transferee's name is entered in the register of members as holder of it.
- 32.6 The directors may refuse to register the transfer of a share, and if they do so, the instrument of transfer must be returned to the transferee with the notice of refusal unless they suspect that the proposed transfer may be fraudulent.

33 Transmission of shares

- 33.1 If title to a share passes to a transmittee, the company may only recognise the transmittee as having any title to that share.
- 33.2 A transmittee who produces such evidence of entitlement to shares as the directors may properly require:
 - 33.2.1 may, subject to the articles, choose either to become the holder of those shares or to have them transferred to another person; and
 - 33.2.2 subject to the articles, and pending any transfer of the shares to another person, has the same rights as the holder had.
- 33.3 But transmittees do not have the right to attend or vote at a general meeting, or agree to a proposed written resolution, in respect of shares to which they are entitled, by reason of the holder's death or bankruptcy or otherwise, unless they become the holders of those shares.

34 Exercise of transmittees' rights

- 34.1 Transmittees who wish to become the holders of shares to which they have become entitled must notify the company in writing of that wish.
- 34.2 If the transmittee wishes to have a share transferred to another person, the transmittee must execute an instrument of transfer in respect of it.
- 34.3 Any transfer made or executed under this article is to be treated as if it were made or executed by the person from whom the transmittee has derived rights in respect of the share, and as if the event which gave rise to the transmission had not occurred.

35 Transmittees bound by prior notices

If a notice is given to a shareholder in respect of shares and a transmittee is entitled to those shares, the transmittee is bound by the notice if it was given to the shareholder before the transmittee's name has been entered in the register of members.

36 Procedure for declaring dividends

36.1 The company may by ordinary resolution declare dividends, and the directors may decide to pay interim dividends.

36.2 A dividend must not be declared unless the directors have made a recommendation as to its amount. Such a dividend must not exceed the amount recommended by the directors.

36.3 No dividend may be declared or paid unless it is in accordance with shareholders' respective rights.

36.4 Unless the shareholders' resolution to declare or directors' decision to pay a dividend, or the terms on which shares are issued, specify otherwise, it must be paid by reference to each shareholder's holding of shares on the date of the resolution or decision to declare or pay it.

36.5 If the company's share capital is divided into different classes, no interim dividend may be paid on shares carrying deferred or non-preferred rights if, at the time of payment, any preferential dividend is in arrears.

36.6 The directors may pay at intervals any dividend payable at a fixed rate if it appears to them that the profits available for distribution justify the payment.

36.7 If the directors act in good faith, they do not incur any liability to the holders of shares conferring preferred rights for any loss they may suffer by the lawful payment of an interim dividend on shares with deferred or non-preferred rights.

37 Calculation of dividends

Except as otherwise provided by these articles or the rights attached to shares, all dividends must be:

37.1 declared and paid according to the amounts paid up on the shares on which the dividend is paid; and

37.2 apportioned and paid proportionately to the amounts paid up on the shares during any portion or portions of the period in respect of which the dividend is paid.

37.3 If any share is issued on terms providing that it ranks for dividend as from a particular date, that share ranks for dividend accordingly. For the purposes of calculating dividends, no account is to be taken of any amount which has been paid up on a share in advance of the due date for payment of that amount.

38 Payment of dividends and other distributions

38.1 Where a dividend or other sum which is a distribution is payable in respect of a share, it must be paid by one or more of the following means:

- 38.1.1 transfer to a bank or building society account specified by the distribution recipient either in writing or as the directors may otherwise decide;
 - 38.1.2 sending a cheque made payable to the distribution recipient by post to the distribution recipient at the distribution recipient's registered address (if the distribution recipient is a holder of the share), or (in any other case) to an address specified by the distribution recipient either in writing or as the directors may otherwise decide;
 - 38.1.3 sending a cheque made payable to such person by post to such person at such address as the distribution recipient has specified either in writing or as the directors may otherwise decide; or
 - 38.1.4 any other means of payment as the directors agree with the distribution recipient either in writing or by such other means as the directors decide.
- 38.2 In these articles, the **distribution recipient** means, in respect of a share in respect of which a dividend or other sum is payable:
- 38.2.1 the holder of the share; or
 - 38.2.2 if the share has two or more joint holders, whichever of them is named first in the register of members; or
 - 38.2.3 if the holder is no longer entitled to the share by reason of death or bankruptcy, or otherwise by operation of law, the transmittee.

39 **No interest on distributions**

The company may not pay interest on any dividend or other sum payable in respect of a share unless otherwise provided by:

- 39.1.1 the terms on which the share was issued, or
- 39.1.2 the provisions of another agreement between the holder of that share and the company.

40 **Unclaimed distributions**

40.1 All dividends or other sums which are:

- 40.1.1 payable in respect of shares; and
- 40.1.2 unclaimed after having been declared or become payable,

may be invested or otherwise made use of by the directors for the benefit of the company until claimed.

40.2 The payment of any such dividend or other sum into a separate account does not make the company a trustee in respect of it.

40.3 If:

40.3.1 twelve years have passed from the date on which a dividend or other sum became due for payment; and

40.3.2 the distribution recipient has not claimed it,

the distribution recipient is no longer entitled to that dividend or other sum and it ceases to remain owing by the company.

41 **Non-cash distributions**

41.1 Subject to the terms of issue of the share in question, the company may, by ordinary resolution on the recommendation of the directors, decide to pay all or part of a dividend or other distribution payable in respect of a share by transferring non-cash assets of equivalent value (including, without limitation, shares or other securities in any company).

41.2 For the purposes of paying a non-cash distribution, the directors may make whatever arrangements they think fit, including, where any difficulty arises regarding the distribution:

41.2.1 fixing the value of any assets;

41.2.2 paying cash to any distribution recipient on the basis of that value in order to adjust the rights of recipients; and

41.2.3 vesting any assets in trustees.

42 **Waiver of distributions**

Distribution recipients may waive their entitlement to a dividend or other distribution payable in respect of a share by giving the company notice in writing to that effect, but if:

42.1.1 the share has more than one holder; or

42.1.2 more than one person is entitled to the share, whether by reason of the death or bankruptcy of one or more joint holders, or otherwise,

the notice is not effective unless it is expressed to be given, and signed, by all the holders or persons otherwise entitled to the share.

43 **Authority to capitalise and appropriation of capitalised sums**

43.1 Subject to the articles, the directors may, if they are so authorised by an ordinary resolution:

43.1.1 decide to capitalise any profits of the company (whether or not they are available for distribution) which are not required for paying a preferential dividend, or any sum standing to the credit of the company's share premium account or capital redemption reserve; and

43.1.2 appropriate any sum which they so decide to capitalise (a **capitalised sum**) to the persons who would have been entitled to it if it were distributed by way of dividend (the **persons entitled**) and in the same proportions.

43.2 Capitalised sums must be applied:

- 43.2.1 on behalf of the persons entitled; and
- 43.2.2 in the same proportions as a dividend would have been distributed to them.
- 43.3 Any capitalised sum may be applied in paying up new shares of a nominal amount equal to the capitalised sum which are then allotted credited as fully paid to the persons entitled or as they may direct.
- 43.4 A capitalised sum which was appropriated from profits available for distribution may be applied in or towards:
 - 43.4.1 paying up new debentures of the company which are then allotted credited as fully paid to the persons entitled or as they may direct;
 - 43.4.2 paying up any amounts unpaid on existing shares held by the persons entitled.
- 43.5 Subject to the articles the directors may:
 - 43.5.1 apply capitalised sums in accordance with paragraphs 43.3 and 43.4 partly in one way and partly in another;
 - 43.5.2 make such arrangements as they think fit to deal with shares or debentures becoming distributable in fractions under this article (including the issuing of fractional certificates or the making of cash payments); and
 - 43.5.3 authorise any person to enter into an agreement with the company on behalf of all the persons entitled which is binding on them in respect of the allotment of shares and debentures to them under this article.
- 44 Attendance and speaking at general meetings**
 - 44.1 A person is able to exercise the right to speak at a general meeting when that person is in a position to communicate to all those attending the meeting, during the meeting, any information or opinions which that person has on the business of the meeting.
 - 44.2 A person is able to exercise the right to vote at a general meeting when:
 - 44.2.1 that person is able to vote, during the meeting, on resolutions put to the vote at the meeting, and
 - 44.2.2 that person's vote can be taken into account in determining whether or not such resolutions are passed at the same time as the votes of all the other persons attending the meeting.
 - 44.3 The directors may make whatever arrangements they consider appropriate to enable those attending a general meeting to exercise their rights to speak or vote at it.
 - 44.4 In determining attendance at a general meeting, it is immaterial whether any two or more members attending it are in the same place as each other.
 - 44.5 Two or more persons who are not in the same place as each other attend a general meeting if their circumstances are such that if they have (or were to have) rights to speak and vote at that meeting, they are (or would be) able to exercise them.

45 Quorum for general meetings

No business other than the appointment of the chair of the meeting is to be transacted at a general meeting if the persons attending it do not constitute a quorum.

46 Chairing general meetings

46.1 If the directors have appointed a chair, the chair shall chair general meetings if present and willing to do so.

46.2 If the directors have not appointed a chair, or if the chair is unwilling to chair the meeting or is not present within ten minutes of the time at which a meeting was due to start:

46.2.1 the directors present; or

46.2.2 (if no directors are present), the meeting,

must appoint a director or shareholder to chair the meeting, and the appointment of the chair of the meeting must be the first business of the meeting.

46.3 The person chairing a meeting in accordance with this article is referred to as **the chair of the meeting**.

47 Attendance and speaking by directors and non-shareholders

47.1 Directors may attend and speak at general meetings, whether or not they are shareholders.

47.2 The chair of the meeting may permit other persons who are not:

47.2.1 shareholders of the company; or

47.2.2 otherwise entitled to exercise the rights of shareholders in relation to general meetings,

to attend and speak at a general meeting.

48 Adjournment

48.1 If the persons attending a general meeting within half an hour of the time at which the meeting was due to start do not constitute a quorum, or if during a meeting a quorum ceases to be present, the chair of the meeting must adjourn it.

48.2 The chair of the meeting may adjourn a general meeting at which a quorum is present if:

48.2.1 the meeting consents to an adjournment; or

48.2.2 it appears to the chair of the meeting that an adjournment is necessary to protect the safety of any person attending the meeting or ensure that the business of the meeting is conducted in an orderly manner.

48.3 The chair of the meeting must adjourn a general meeting if directed to do so by the meeting.

- 48.4 When adjourning a general meeting, the chair of the meeting must:
- 48.4.1 either specify the time and place to which it is adjourned or state that it is to continue at a time and place to be fixed by the directors; and
 - 48.4.2 have regard to any directions as to the time and place of any adjournment which have been given by the meeting.
- 48.5 If a general meeting is adjourned, then notice of the time and place to which it is adjourned shall be given:
- 48.5.1 to the same persons to whom notice of the company's general meetings is required to be given; and
 - 48.5.2 containing the same information which such notice is required to contain.
- 48.6 No business may be transacted at an adjourned general meeting which could not properly have been transacted at the meeting if the adjournment had not taken place.
- 49 **Voting: general**
- A resolution put to the vote of a general meeting must be decided on a show of hands unless a poll is duly demanded in accordance with the articles.
- 50 **Errors and disputes**
- 50.1 No objection may be raised to the qualification of any person voting at a general meeting except at the meeting or adjourned meeting at which the vote objected to is tendered, and every vote not disallowed at the meeting is valid.
- 50.2 Any such objection must be referred to the chair of the meeting, whose decision is final.
- 51 **Poll votes**
- 51.1 A poll on a resolution may be demanded:
- 51.1.1 in advance of the general meeting where it is to be put to the vote, or
 - 51.1.2 at a general meeting, either before a show of hands on that resolution or immediately after the result of a show of hands on that resolution is declared.
- 51.2 A poll may be demanded by:
- 51.2.1 the chair of the meeting;
 - 51.2.2 the directors;
 - 51.2.3 any member (present in person or by proxy) having the right to attend and vote at the meeting or by a duly authorised representative of a corporation.
 - 51.2.4 A demand for a poll may, before the poll is taken, be withdrawn. A demand so withdrawn shall not invalidate the result of a vote on a show of hands declared before the demand was made.

51.3 Polls must be taken immediately and in such manner as the chair of the meeting directs.

52 **Content of proxy notices**

52.1 Proxies may only validly be appointed by a notice in writing (a **proxy notice**) which:

- 52.1.1 states the name and address of the shareholder appointing the proxy;
- 52.1.2 identifies the person appointed to be that shareholder's proxy and the general meeting in relation to which that person is appointed;
- 52.1.3 is signed by or on behalf of the shareholder appointing the proxy, or is authenticated in such manner as the directors may determine; and
- 52.1.4 is delivered to the company in accordance with the articles and any instructions contained in the notice of the general meeting to which they relate.

52.2 The company may require proxy notices to be delivered in a particular form, and may specify different forms for different purposes.

52.3 Proxy notices may specify how the proxy appointed under them is to vote (or that the proxy is to abstain from voting) on one or more resolutions.

52.4 Unless a proxy notice indicates otherwise, it must be treated as:

- 52.4.1 allowing the person appointed under it as a proxy discretion as to how to vote on any ancillary or procedural resolutions put to the meeting; and
- 52.4.2 appointing that person as a proxy in relation to any adjournment of the general meeting to which it relates as well as the meeting itself.

53 **Delivery of proxy notices**

53.1 A person who is entitled to attend, speak or vote (either on a show of hands or on a poll) at a general meeting remains so entitled in respect of that meeting or any adjournment of it, even though a valid proxy notice has been delivered to the company by or on behalf of that person.

53.2 An appointment under a proxy notice may be revoked by delivering to the company a notice in writing given by or on behalf of the person by whom or on whose behalf the proxy notice was given.

53.3 A notice revoking a proxy appointment only takes effect if it is delivered before the start of the meeting or adjourned meeting to which it relates.

53.4 If a proxy notice is not executed by the person appointing the proxy, it must be accompanied by written evidence of the authority of the person who executed it to execute it on the appointor's behalf.

54 **Proxies and corporate representatives**

The failure of any proxy or corporate representative to vote in accordance with any instructions given by the member by whom such proxy or corporate representative is

appointed shall not invalidate the result of any vote in which the proxy or corporate representative has participated and the company and the directors shall be under no duty to enquire as to the instructions given to any such proxy or corporate representative.

55 Amendments to resolutions

55.1 An ordinary resolution to be proposed at a general meeting may be amended by ordinary resolution if:

55.1.1 notice of the proposed amendment is given to the company in writing by a person entitled to vote at the general meeting at which it is to be proposed not less than 48 hours before the meeting is to take place (or such later time as the chair of the meeting may determine); and

55.1.2 the proposed amendment does not, in the reasonable opinion of the chair of the meeting, materially alter the scope of the resolution.

55.2 A special resolution to be proposed at a general meeting may be amended by ordinary resolution, if:

55.2.1 the chair of the meeting proposes the amendment at the general meeting at which the resolution is to be proposed; and

55.2.2 the amendment does not go beyond what is necessary to correct a grammatical or other non-substantive error in the resolution.

55.3 If the chair of the meeting, acting in good faith, wrongly decides that an amendment to a resolution is out of order, the chair's error does not invalidate the vote on that resolution.

56 Written resolutions and decisions of the Parent

56.1 A proposed written resolution of the members of the company (or of a class of members) shall lapse if it is not passed before the end of the period of six months beginning with the circulation date of such resolution (as defined in section 290 of the Companies Act 2006).

56.2 If the Parent makes a decision which is required to be taken in a general meeting or by means of a written resolution, that decision shall be valid and effectual as if agreed by the company in general meeting. Any decision taken by the Parent pursuant to this Article 56 shall be recorded in writing and delivered by the Parent to the company for entry in the company's minute book.

57 Means of communication to be used

57.1 Subject to the articles, anything sent or supplied by or to the company under the articles may be sent or supplied in any way in which the Companies Act 2006 provides for documents or information which are authorised or required by any provision of that Act to be sent or supplied by or to the company.

57.2 Subject to the articles, any notice or document to be sent or supplied to a director in connection with the taking of decisions by directors may also be sent or supplied by the means by which that director has asked to be sent or supplied with such notices or documents for the time being.

- 57.3 A director may agree with the company that notices or documents sent to that director in a particular way are to be deemed to have been received within a specified time of their being sent, and for the specified time to be less than 48 hours.
- 57.4 Any notice, document or other information shall be deemed served on or delivered to the intended recipient:
- 57.4.1 if properly addressed and sent by prepaid United Kingdom first class post to an address in the United Kingdom, 48 hours after it was posted (or five working days after posting either to an address outside the United Kingdom or from outside the United Kingdom to an address within the United Kingdom, if (in each case) sent by reputable international overnight courier addressed to the intended recipient, provided that delivery in at least five working days was guaranteed at the time of sending and the sending party receives a confirmation of delivery from the courier service provider);
 - 57.4.2 if properly addressed and delivered by hand, when it was given or left at the appropriate address;
 - 57.4.3 if properly addressed and sent or supplied by electronic means, one hour after the document or information was sent or supplied; and
 - 57.4.4 if sent or supplied by means of a website, when the material is first made available on the website or (if later) when the recipient receives (or is deemed to have received) notice of the fact that the material is available on the website.
- 57.5 For the purposes of this article, no account shall be taken of any part of a day that is not a working day.
- 57.6 In proving that any notice, document or other information was properly addressed, it shall be sufficient to show that the notice, document or other information was delivered to an address permitted for the purpose by the Companies Act 2006.
- 58 Company seals**
- 58.1 Any common seal may only be used by the authority of the directors.
- 58.2 The directors may decide by what means and in what form any common seal is to be used.
- 58.3 Unless otherwise decided by the directors, if the company has a common seal and it is affixed to a document, the document must also be signed by at least one authorised person in the presence of a witness who attests the signature.
- 58.4 For the purposes of this article, an authorised person is:
- 58.4.1 any director of the company;
 - 58.4.2 the company secretary (if any); or
 - 58.4.3 any person authorised by the directors for the purpose of signing documents to which the common seal is applied.

59 No right to inspect accounts and other records

Except as provided by law or authorised by the directors or an ordinary resolution of the company, no person is entitled to inspect any of the company's accounting or other records or documents merely by virtue of being a shareholder.

60 Provision for employees on cessation of business

The directors may decide to make provision for the benefit of persons employed or formerly employed by the company or any of its subsidiaries (other than a director or former director or shadow director) in connection with the cessation or transfer to any person of the whole or part of the undertaking of the company or that subsidiary.

61 Indemnity

61.1 The company may indemnify any relevant officer out of the assets of the company from and against any loss, liability or expense incurred by him or them in relation to the company (including any liability incurred in connection with the activities of the company or an associated company in its capacity as a trustee of an occupational pension scheme (as defined in section 235(6) of the Companies Act 2006)) **provided that** this article shall have effect, and any indemnity provided by or pursuant to it shall apply, only to the extent permitted by, and subject to the restrictions of, the Companies Act 2006. This article does not allow for or provide (to any extent) an indemnity which is more extensive than as permitted by the Companies Act 2006 and any such indemnity is limited accordingly. This article is also without prejudice to any indemnity to which any person may otherwise be entitled.

61.2 To the extent permitted by, and subject to the restrictions in, the Companies Act 2006 and without prejudice to any indemnity to which he may otherwise be entitled, the board shall have the power to provide funds to meet any expenditure incurred or to be incurred by any relevant officer in defending any criminal or civil (including regulatory) proceedings, or in connection with an application under the Companies Act 2006, or to enable him to avoid incurring such expenditure.

61.3 Without prejudice to the provisions of article 62 the directors may exercise all the powers of the company to purchase and maintain insurance for the benefit of any person who is a relevant officer or an employee or former employee of the company or any associated company or who is or was a trustee of a retirement benefits scheme or another trust in which a relevant officer or an employee or former employee is or has been interested, indemnifying him against liability for negligence, default, breach of duty or breach of trust or any other liability which may lawfully be insured against by the company.

61.4 In these articles:

61.4.1 companies are **associated** if one is a subsidiary of the other or both are subsidiaries of the same body corporate;

61.4.2 **relevant officer** means any current or former director, secretary or other officer of the company or an associated company (including any company which is a trustee of an occupational pension scheme (as defined in section 235(6) of the Companies Act 2006)), other than any person (whether an officer or not)

engaged by the company (or associated company) as an auditor, to the extent he acts as an auditor.

62 **Insurance**

62.1 The directors may decide to purchase and maintain insurance, at the expense of the company, for the benefit of any relevant director in respect of any relevant loss.

62.2 In this article:

62.2.1 a **relevant director** means any director or former director of the company or an associated company;

62.2.2 a **relevant loss** means any loss or liability which has been or may be incurred by a relevant director in connection with that director's duties or powers in relation to the company, any associated company or any pension fund or employees' share scheme of the company or associated company; and

62.2.3 companies are **associated** if one is a subsidiary of the other or both are subsidiaries of the same body corporate.



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Agenda Item No: 9.2

Delegations to Officers

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	22 March 2023
Public report:	Yes
Lead Member:	Councillor Edna Murphy, Lead Member for Governance
From:	Edwina Adefehinti, Interim Chief Officer Legal and Governance & Monitoring Officer
Key decision:	Yes
Forward Plan ref:	KD2023/013 [General Exception]
Recommendations:	<p>The Combined Authority Board is recommended to:</p> <ul style="list-style-type: none"> a) Agree delegated authority to the Interim Associate Skills Director in consultation with the Lead member for Skills for approval of the Local Skills Improvement Plan; b) Agree delegated authority to the Chief Executive Officer in consultation with the Mayor or Deputy Mayor as appropriate for the commissioning of the refresh of the Cambridgeshire and Peterborough Independent Economic Review; c) Agree delegated authority to the Executive Director for Place and Connectivity in consultation with the Monitoring Officer and Chief Financial Officer for the retendering of any bus routes which an operator gives notice that it will cease to provide between 22 March and the next meeting of the Transport and Infrastructure Committee; d) Agree delegated authority to the Executive Director for Place and Connectivity in consultation with the Monitoring Officer and Chief Finance Officer to approve commencement and mobilisation of the delivery of activities and associated spend allocated to the 2023-24 year as set out in the approved Department for Levelling Up, Housing and Communities (DLUHC) proposal for Local Growth Capacity Funding;

- Item 9.2
- e) Agree delegated authority to the Executive Director for Place and Connectivity in consultation with the Monitoring Officer and Chief Financial Officer to determine splitting the extra £125k awarded to the Authority as additional local growth capacity support funds across the three agreed work strands, and to approve commencement and mobilisation of delivery of those activities.

Voting arrangements:

A simple majority of Members present and voting,

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

1. Purpose

- 1.1 Delegated authority is sought in order to enable expedient decisions regarding the following time sensitive matters:
- The Local Skills Improvement Plan
 - The Cambridgeshire and Peterborough Independent Economic Review
 - The retendering of bus routes
 - Commencement and mobilisation of the delivery of activities and associated spend allocated to the 2023-24 year as set out in the approved DLUHC proposal
 - Determining the monetary split of additional funding received as part of the Capacity and Capability Grant allocation from DLUHC and mobilisation of delivery of activities

2. Background

Local Skills Improvement Plan (LSIP)

- 2.1 The Skills and Post-16 Education Act was passed in April 2022; one statutory requirement is the introduction of the LSIPs. These should set out a clear articulation of employers' skills needs and the priority changes required in a local area to help ensure post-16 technical education and skills provision is responsive and flexible enough to meet local labour market skills needs.
- 2.2 Statutory guidance states that the Mayoral Combined Authority should be engaged in the development of the LSIP and should work closely with the designated Employer Representative Body (the Cambridgeshire Chamber of Commerce) to ensure the plan is effective and has impact.
- 2.3 The LSIP needs to be submitted to the Department for Education by 31 May 2023 and the Secretary of State needs to be satisfied that due consideration was given to the views of the Mayoral Combined Authority during the development of the plan.

Cambridgeshire and Peterborough Independent Economic Review (CPIER)

- 2.4 Workstream A of the Combined Authority Improvement Programme has been focusing on the development of strategy. In January 2023 a new 2023-2024 Combined Authority Corporate Strategy and Business Plan was approved, within this reference is made to undertaking a State of the Region Review in 2023.
- 2.5 Refreshing the 2017/2018 Cambridgeshire and Peterborough Independent Economic Review will provide an updated evidence base that will take into account a wide range of factors arising from exiting the European Union, the urgency of the response to climate change, the impact of the COVID pandemic and health of the economy.
- 2.6 This refresh will inform future policy and strategy development and lobbying activity across Cambridgeshire and Peterborough.

Retendering of Bus Routes

- 2.7 The meeting of the Transport and Infrastructure Committee on 15 March 2023 received a report on the Bus Strategy summarising the public consultation feedback and presenting the final version of the strategy.
- 2.8 A recommendation within that report was for delegated authority to be given to the Executive Director for Place and Connectivity, in consultation with the Monitoring Officer and Chief Finance Officer, to tender and procure for further bus services subject to there

being approved funding.

- 2.9 Specific delegated authority is requested regarding any bus routes that the operator advises they will cease to provide between now and the next meeting of the Transport and Infrastructure Committee (14 June 2023).

Capacity and Capability Grant Funds

- 2.10 Through the Levelling Up Fund (LUF), DLUHC is committed to developing longer term capacity and capability in local government and supporting local authorities to help them deliver capital projects. As part of that, grant funding was made available to MCAs to build the necessary support infrastructure to support local authorities within their geographical area to assist them in delivery of capital projects as part of a devolved, sector-led approach.
- 2.11 CPCA proposed the work strands as outlined in the table below in its initial proposal to DLUHC which was approved.

Details of Support Element (e.g. Peer network support, training offer etc)	Scope of support (all LAs in your area vs. qualified support and why)	Will this support cover the whole of the funding period? (Please state if it will only cover this year)	Indicative cost for this support element
<u>Project Management Support</u>	Association of Project Manager training - area wide IT – PM software - area wide HR Performance Risk training and support - area wide	<u>Multi year</u>	<u>23-24 - £169,000</u> <u>24-25 - £75,000</u> <u>25-26 - £65,000</u>
<u>Bid Management Support</u>	Business case training – area wide Procurement – area wide Contract Mgt – area wide	<u>Multi year</u>	<u>23-24 - £147,000</u> <u>24-25 - £40,000</u> <u>25-26 - £40,000</u>
<u>Capacity Building to deliver LUF bid</u>	Support for LA capital projects (e.g. including projects that the MCA may not routinely be involved in, such as smaller, local projects).	<u>Multi year</u>	<u>23-24 - £184,000</u> <u>24-25 - £185,000</u> <u>25-26 - £95,000</u>

- 2.12 An additional £125k has now been awarded which will be split across the three work strands.

Significant Implications

3. Financial Implications

- 3.1 There are no financial implications at this stage regarding the Local Skills Improvement Plan.
- 3.2 An earmarked reserve exists to fund the refresh of the Cambridgeshire and Peterborough Independent Economic Review which will be required to support funding bids in the future.
- 3.3 Any impact on budget as a result of the retendering of bus routes would be assessed as part of the tender exercise.
- 3.4 The initial 2022-23 grant payment from DLUHC for the Capacity and Capability Development Grant is expected at the end of March 2023.

4. Legal Implications

- 4.1 In accordance with the Constitution and section 101 of the Local Government Act 1972, the Combined Authority Board has the power to delegate its functions, which are not reserved to it, to Committees, Sub-Committees, Officers, Joint Committees or other Local Authorities. The Board cannot delegate its functions to individual members of the Board.
- 4.2 Officer Delegated Decision notices where required, will be published in accordance with the constitution following the exercise of the delegated authorities outlined in this report.

5. Public Health Implications

- 5.1 There are no public health implications in these proposals.

6. Environmental and Climate Change Implications

- 6.1 There are no environmental or climate change implications in these proposals.

7. Other Significant Implications

- 7.1 There are no other significant implications.

8. Appendices

- 8.1 None.

9. Background papers

- 9.1 None.



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Cambridgeshire and Peterborough Combined Authority Forward Plan of Executive Decisions

Published 10 March 2023

Updated 14 March 2023

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 [Democratic Services](#).

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 [Edwina Adefehinti, Interim Chief Officer Legal and Governance, Monitoring Officer](#) at least five working days before the decision is due to be made.

Substantive changes to the previous month's Forward Plan are indicated in **bold text** for ease of reference.

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

Housing and Communities Committee – 13 March 2023

	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.	Community Led Housing Support New item	Housing and Communities Committee	13 March 2023	Decision	To consider a proposal to discontinue an arrangement that provides a support service to community led housing groups, and make recommendations to the Combined Authority Board.	Relevant internal and external stakeholders	Steve Cox Associate Director	Councillor Bridget Smith Chair of the Housing and Communities Committee	It is not anticipated that there will be any documents other than the report and relevant appendices to be published

Employment Committee 14 March 2023

	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
2.	Shortlisting for a Senior Appointment [Report will contain exempt appendices] New item	Employment Committee	14 March 2023	Decision	To shortlist candidates for a senior appointment.	Relevant internal and external stakeholders	Nick Bell, Executive Director, Resources and Performance (s73)	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
3.	Approval of Human Resources Policies New item	Employment Committee	14 March 2023	Decision	To approve a number of human resources policies.	Relevant internal and external stakeholders	Nick Bell, Executive Director, Resources and Performance (s73)	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices to be published

Transport and Infrastructure Committee 15 March 2023

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
4.	Local Transport and Connectivity Plan	Transport and Infrastructure Committee	15 March 2023	Decision	To consider the draft of the Local Transport and Connectivity Plan.	Relevant internal and external stakeholders	Steve Cox Associate Director Tim Bellamy Interim Head of Transport	Councillor Anna Smith Statutory Deputy Mayor	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
5.	Active Travel Fund 4 New item	Transport and Infrastructure Committee	15 March 2023	Decision	To consider proposals for the drawdown of Active Travel Fund 4 funding, subject to Active Travel England approving the bid, and make recommendations to the Combined Authority Board.	Relevant internal and external stakeholders	Steve Cox Associate Director Tim Bellamy Interim Head of Transport	Councillor Anna Smith Statutory Deputy Mayor	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
6.	Peterborough Station Quarter New item	Transport and Infrastructure Committee	15 March 2023	Decision	To consider proposals for the release of funding for the Peterborough Station Quarter Project, subject to Department for Transport approval of the business case, and proposals to enter into a Grant Funding Agreement with Peterborough City Council, and make recommendations to the Combined Authority Board.	Relevant internal and external stakeholders	Steve Cox Associate Director Tim Bellamy Interim Head of Transport	Councillor Anna Smith Statutory Deputy Mayor	It is not anticipated that there will be any documents other than the report and relevant appendices
7.	Lancaster Way Non-Motorised User Crossing	Transport and Infrastructure Committee	15 March 2023	Decision	To consider proposals to drawdown subject to approval funding	Relevant internal and external stakeholders	Steve Cox Associate Director Tim Bellamy	Councillor Anna Smith Statutory Deputy Mayor	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				to carry out a study at the Lancaster Way roundabout, and make recommendations to the Combined Authority Board.		Interim Head of Transport		other than the report and relevant appendices
8.	Alternative Fuel Strategy and Digital Policy New item	Transport and Infrastructure Committee	15 March 2023	Decision	To consider the proposed Alternative Fuel Strategy and Digital Policy and make recommendations to the Combined Authority Board.	Relevant internal and external stakeholders	Steve Cox Associate Director Tim Bellamy Interim Head of Transport	Councillor Anna Smith Statutory Deputy Mayor	It is not anticipated that there will be any documents other than the report and relevant appendices
9.	Bus Strategy Update New item	Transport and Infrastructure Committee	15 March 2023	Decision	To receive an update on the draft Bus Strategy and recommend to the Combined Authority Board to approve the	Relevant internal and external stakeholders	Steve Cox Associate Director Tim Bellamy Interim Head of Transport	Councillor Anna Smith Statutory Deputy Mayor	It is not anticipated that there will be any documents other than the report

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
					final Bus Strategy.				and relevant appendices
10.	Transforming Cities Fund replacement projects New item	Transport and Infrastructure Committee	15 March 2023	Decision	To consider proposals to drawdown and transfer monies for the Transforming Cities Fund portfolio of replacement projects, and make recommendations to the Combined Authority Board.	Relevant internal and external stakeholders	Steve Cox Associate Director Tim Bellamy Interim Head of Transport	Councillor Anna Smith Statutory Deputy Mayor	It is not anticipated that there will be any documents other than the report and relevant appendices

Employment Committee 20 March 2023

	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
11.	To Interview Candidates for a Senior Appointment [Exempt report*] New item	Employment Committee	20 March 2023	Decision	To interview candidates for a senior appointment and make recommendations to the Combined Authority Board.	Relevant internal and external stakeholders	Nick Bell Executive Director Resources and Performance	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices

* Exempt report: This report is exempt from publication under Part 1 of Schedule 12A of the Local Government Act 1972, as amended, in that it would not be in the public interest for this information to be disclosed: information relating to an individual, information which is likely to reveal the identity of an individual; information relating to the financial or business affairs of any particular person (including the authority holding that information). The public interest in maintaining the exemption is deemed to outweigh the public interest in publication.

Combined Authority Board - 22 March 2023

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
12.	Minutes of the meetings on 25 January 2023 and the Extraordinary meeting of the Combined Authority Board on 8 February 2023 and Action Log	Cambridgeshire and Peterborough Combined Authority Board	22 March 2023	Decision	To approve the minutes of the previous meetings and review the action log.	Relevant internal and external stakeholders	Edwina Adefehinti Interim Chief Officer Legal and Governance, Monitoring Officer	Councillor Edna Murphy Lead Member for Governance	It is not anticipated that there will be any documents other than the report and relevant appendices.
13.	Combined Authority Membership Update March 2023 New item	Cambridgeshire and Peterborough Combined Authority Board	22 March 2023	Decision	To note or ratify changes to Combined Authority committee membership notified by constituent councils.	Relevant internal and external stakeholders	Edwina Adefehinti Interim Chief Officer Legal and Governance, Monitoring Officer	Councillor Edna Murphy Lead Member for Governance	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
14.	Forward Plan March 2022	Cambridgeshire and Peterborough Combined Authority Board	22 March 2023	Decision	To approve the latest version of the forward plan.	Relevant internal and external stakeholders	Edwina Adefehinti Interim Chief Officer Legal and Governance, Monitoring Officer	Councillor Edna Murphy Lead Member for Governance	It is not anticipated that there will be any documents other than the report and relevant appendices.
15.	Senior Appointment [Contains exempt appendix] New item	Cambridgeshire and Peterborough Combined Authority Board	22 March 2023	Decision	To approve the appointment of the preferred candidate for a senior appointment.	Relevant internal and external stakeholders, including the Employment Committee	Nick Bell Executive Director Resources and Performance	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.
16.	Appointment of two Directors for Angle	Cambridgeshire and Peterborough	22 March 2023	Decision	To approve the appointment of two new directors appointments	Relevant internal and external stakeholders	Edwina Adefehinti Interim Chief Officer Legal	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
	Holdings Ltd and one Director for Angle Developments (East) Ltd subsidiary companies Combined Authority Subsidiary Company Director Appointments New item	Combined Authority Board			for Angle Holdings Ltd and one new director for Angle Developments (East) Ltd.		and Governance, Monitoring Officer		documents other than the report and relevant appendices.
17.	Budget Monitor Report March 2023	Cambridgeshire and Peterborough Combined Authority Board	22 March 2023	Key Decision 2023/005	To receive an update on the revenue and capital budgets for the year to date and approve related decisions.	Relevant internal and external stakeholders	Jon Alsop Chief Finance Officer	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
									and relevant appendices to be published.
18.	Treasury Management Strategies 2023/24	Cambridgeshire and Peterborough Combined Authority Board	22 March 2023	Decision	To review and approve the Combined Authority's draft Capital, Treasury and Investment Strategies and Minimum Revenue Provision (MRP) Statement for 2023/24.	Relevant internal and external stakeholders including the Audit and Governance Committee	Jon Alsop 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.
19.	Combined Authority Monthly Highlights Report March 2023	Cambridgeshire and Peterborough Combined Authority Board	22 March 2023	Decision	To provide a monthly highlight report on Combined Authority business.	Relevant internal and external stakeholders	Gordon Mitchell Interim Chief Executive	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
									and relevant appendices.
20.	Improvement Plan Update	Cambridgeshire and Peterborough Combined Authority Board	22 March 2023	Decision	To receive an update on progress against the agreed Improvement Plan.	Relevant internal and external stakeholders	Angela Probert Interim Programme Director: Transformation	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.
21.	Review of the Constitution Deferred from January	Cambridgeshire and Peterborough Combined Authority Board	22 March 2023	Decision	To present to the Board the sections of the Constitution that have been reviewed and proposed amendments.	Relevant internal and external stakeholders including the Audit and Governance Committee	Edwina Adefehinti Interim Chief Officer Legal and Governance, Monitoring Officer	Councillor Edna Murphy Lead Member for Governance	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
22.	Combined Authority Governance Arrangements Deferred from January	Cambridgeshire and Peterborough Combined Authority Board	22 March 2023	Decision	To set out proposals and changes to governance arrangements in line with Improvement Plan requirements and in response to the Review of Governance.	Relevant internal and external stakeholders	Edwina Adefehinti Interim Chief Officer Legal and Governance, Monitoring Officer	Councillor Edna Murphy Lead Member for Governance	It is not anticipated that there will be any documents other than the report and relevant appendices.
23.	Delegations to Officers New item	Cambridgeshire and Peterborough Combined Authority Board	22 March 2023	Key Decision 2023/013 [General Exception]	To seek delegated authority to enable expedient decisions regarding the following time sensitive matters: -The Local Skills Improvement Plan -The Cambridgeshire	Relevant internal and external stakeholders	Edwina Adefehinti Interim Chief Officer Legal and Governance, Monitoring Officer	Councillor Edna Murphy Lead Member for Governance	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
					and Peterborough Independent Economic Review -The retendering of bus routes -Commencement and mobilisation of the delivery of activities and associated spend allocated to the 2023-24 year as set out in the approved DLUHC proposal for Local Growth Capacity Funding - Determining the monetary split of additional funding received as part of the Capacity and Capability Grant allocation from DLUHC 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
					mobilisation of delivery of activities				
24.	Redundancy of Staff [Exempt report*] New item	Cambridgeshire and Peterborough Combined Authority Board	22 March 2023	To note	For the Board to note the financial implications of two senior staff redundancies.	Relevant internal and external stakeholders	Mark Parkinson Interim Director Corporate Resources	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices to be published

*Exempt report: This report is exempt from publication under Part 1 of Schedule 12A of the Local Government Act 1972, as amended, in that it would not be in the public interest for this information to be disclosed: information relating to an individual; information which is likely to reveal the identity of an individual; information relating to the financial or business affairs of any particular person (including the authority holding that information). The public interest in maintaining the exemption is deemed to outweigh the public interest in publication.

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
25.	Climate Action Plan Annual Report	Cambridgeshire and Peterborough Combined Authority Board	22 March 2023	Key Decision 2022/081	To receive an annual progress report on the Climate Action Plan 2022-2025 and to approve updated actions.	Relevant internal and external stakeholders	Steve Cox Associate Director	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.
26.	Oxford to Cambridge Pan Regional Partnership New item	Cambridgeshire and Peterborough Combined Authority Board	22 March 2023	Decision	To approve CPCA Member representation on the Oxford to Cambridge Partnership.	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.
27.	Property Acquisition for	Cambridgeshire and Peterborough	22 March 2023	Key Decision 2023/001	To authorise the acquisition of a property asset in	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
	<p>Peterborough Bus Depot</p> <p>[May contain confidential appendices]</p> <p>New item</p>	Combined Authority Board			Peterborough to serve as a depot for electric buses.	external stakeholders	Tim Bellamy Interim Head of Transport		will be any documents other than the report and relevant appendices.
28.	Market Towns Programme: Supporting Community-Owned Businesses and Social Enterprises in Rural Hinterlands – Full Business Case	Cambridgeshire and Peterborough Combined Authority Board	22 March 2023	Key Decision 2022/050	To approve the full business case for the proposed 'Market Towns Programme – Supporting Community-Owned Businesses & Social Enterprises in Rural Hinterlands' programme.	Relevant internal and external stakeholders	Steve Clarke Interim Associate Director Business	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
29.	Market Towns Programme – Approval of Recommended Projects (Funding Call 10)	Cambridgeshire and Peterborough Combined Authority Board	22 March 2023	Key Decision 2022/081	To approve recommended project proposals against remaining funding budget under the Market Towns Programme (Funding Call 10).	Relevant internal and external stakeholders	Steve Clarke Interim Associate Director Business	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
30.	Changes to Peterborough R&D Property Company Ltd New item [May contain exempt appendices]	Cambridgeshire and Peterborough Combined Authority Board	22 March 2023	Key Decision 2023/007	To consider further investment into the Peterborough R&D Property Company Ltd, and to give shareholder consent to the revised shareholder agreement including	Relevant internal and external stakeholders	Steve Cox Associate Director Robert Emery Director, Peterborough R&D Company Ltd	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
					changes to the shareholders within the company.				
31.	Capital Investment for affordable housing at Fanshawe Road, Cambridge New item	Cambridgeshire and Peterborough Combined Authority Board	22 March 2023	Key Decision 2023/011 [General Exception]	To allocate a £1m capital award from DLUHC to Cambridge City for affordable housing at Fanshawe Road, Cambridge.	Relevant internal and external stakeholders	Steve Cox Associate Director	Councillor Bridget Smith Chair of the Housing and Communities Committee	It is not anticipated that there will be any documents other than the report and relevant appendices.
32.	Greater South East Net Zero Hub (GSENZH) Local Energy Advice Demonstrator Projects New item	Cambridgeshire and Peterborough Combined Authority Board	22 March 2023	Key Decision 2023/012 [General Exception]	To agree acceptance of the local in person energy advice demonstrator Memorandum of understanding, approve projects and delegations, agree the	Relevant internal and external stakeholders	Steve Cox Associate Director	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.

	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
					variation to the Net Zero Programme MoU of £270,000 for five ringfenced strategic projects and approve the establishment of a Retrofit Project Board.				

Recommendations from the Transport and Infrastructure Committee

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
33.	Active Travel Fund 4 New item	Cambridgeshire and Peterborough	22 March 2023	Key Decision 2023/002	To consider proposals for the drawdown of Active Travel	Relevant internal and external stakeholders	Steve Cox Associate Director	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			Fund 4 funding, subject to Active Travel England approving the bid.		Tim Bellamy Interim Head of Transport		documents other than the report and relevant appendices to be published
34.	Peterborough Station Quarter New item	Cambridgeshire and Peterborough Combined Authority Board	22 March 2023	Key Decision 2023/003	To approve the release of funding for the Peterborough Station Quarter Project, subject to Department for Transport approval of the business case, and proposals to enter into a Grant Funding Agreement with Peterborough City Council.	Relevant internal and external stakeholders	Steve Cox Associate Director 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
35.	Lancaster Way Non-Motorised User Crossing New item	Cambridgeshire and Peterborough Combined Authority Board	22 March 2023	Decision	To consider proposals to drawdown subject to approval funding to carry out a study at the Lancaster Way roundabout.	Relevant internal and external stakeholders	Steve Cox Associate Director 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
36.	Alternative Fuel Strategy and Digital Policy New item	Cambridgeshire and Peterborough Combined Authority Board	22 March 2023	Decision	To consider the proposed Alternative Fuel Strategy and Digital Policy.	Relevant internal and external stakeholders	Steve Cox Associate Director 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
37.	Bus Strategy 2023 New item	Cambridgeshire and Peterborough Combined Authority Board	22 March 2023	Key Decision 2023/006	To receive an update on the draft Bus Strategy and approve the final Bus Strategy.	Relevant internal and external stakeholders	Steve Cox Associate Director Tim Bellamy	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
							Interim Head of Transport		the report and relevant appendices
38.	Transforming Cities Fund replacement projects New item	Cambridgeshire and Peterborough Combined Authority Board	22 March 2023	Key Decision 2023/009 [General Exception]	To approve the drawdown and transfer of monies for the Transforming Cities Fund portfolio of replacement projects.	Relevant internal and external stakeholders	Steve Cox Associate Director 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 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
39.	Skills Grant Funding allocations and	Cambridgeshire and Peterborough	22 March 2023	Key Decision 2022/076	To approve grant funding allocations for	Relevant internal and external	Fliss Miller Interim Associate	Councillor Lucy Nethsingha	Relevant internal and external

	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
	policy changes for 2023-24	Combined Authority Board			the 2023/24 academic year for Adult Education Budget, Free Courses For Jobs and Skills Bootcamps and for the 2023/24 and 2024/25 financial year for Multiply.	stakeholders, including the Business Board	Skills Director	Lead Member for Skills	stakeholders, including the Business Board
40.	Growth Works Performance Review	Cambridgeshire and Peterborough Combined Authority Board	22 March 2023	Decision	To receive an update on the Growth Works Programme delivery performance data for Quarter 8 (1 st October to 31 st December 2022).	Relevant internal and external stakeholders, including the Business Board	Steve Clarke Interim Associate Director Business	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
41.	Shared Prosperity Fund Implementation Plan	Cambridgeshire and Peterborough Combined Authority Board	22 March 2023	Decision	To approve the final draft of the Shared Prosperity Fund Implementation Plan and mobilisation of its delivery.	Relevant internal and external stakeholders, including the Business Board.	Steve Clarke Interim Associate Director Business	Councillor Lucy Nethsingha Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
42.	Future Funding of the Careers Hub New item	Cambridgeshire and Peterborough Combined Authority Board	22 March 2023	Key Decision 2023/010 [General Exception]	To accept grant funding for the continuation of the Careers Hub and allocate Corporate Rapid Response Funding.	Relevant internal and external stakeholders, including the Business Board	Fliss Miller Interim Associate Skills Director	Councillor Lucy Nethsingha Lead Member for Skills	Relevant internal and external stakeholders, including the Business Board

Recommendations from the Housing and Communities Committee

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
	Community Led Housing Support Deferred to June	Cambridgeshire and Peterborough Combined Authority Board	22 March 2023	Decision	To consider a proposal to discontinue an arrangement that provides a support service to community led housing groups.	Relevant internal and external stakeholders	Steve Cox Associate Director	Councillor Bridget Smith Chair of the Housing and Communities Committee	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
43.	Profile of Investments	Cambridgeshire and Peterborough Combined Authority Board	22 March 2022	Decision	To note the profile of investments made by the Business Board.	Relevant internal and external stakeholders	Steve Clarke Interim Associate Director Business	Alex Plant 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
44.	Economic Growth Strategy Implementation Plan	Cambridgeshire and Peterborough Combined Authority Board	22 March 2023	Decision	To approve the draft Economic Growth Strategy Implementation Plan.	Relevant internal and external stakeholders, including the Business Board.	Steve Clarke Interim Associate Director Business	Alex Plant Chair of the Business Board	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
45.	Growth Hub Backfill Funding for 2023-24 New Item	Cambridgeshire and Peterborough Combined Authority Board	22 March 2023	Key Decision 2023/008	To approve reserve funding to sustain continuation of the Growth Hub Service in lieu of BEIS Core Funding for the period 2023-24.	Relevant internal and external stakeholders, including the Business Board.	Steve Clarke Interim Associate Director Business	Alex Plant Chair of the Business Board	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

Transport and Infrastructure Committee – June 2023 - Date TBC

	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.	Local Transport and Connectivity Plan	Transport and Infrastructure Committee	Date tbc	Decision	To provide feedback on the draft Local Transport and Connectivity Plan and make recommendations to the Combined Authority Board.	Relevant internal and external stakeholders	Steve Cox Associate Director Tim Bellamy Interim Head of Transport	Mayor Dr Nik Johnson	To approve the Local Transport and Connectivity Plan.
47.	Bus Service Improvement Plan	Transport and Infrastructure Committee	Date tbc	Decision	To provide feedback on the draft Bus Service Improvement Plan (BSIP) and make recommendations to the Combined Authority Board.	Relevant internal and external stakeholders	Steve Cox Associate Director 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.

Skills Committee – 5 June 2023

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
48.	Skills Contract Awards to Independent Training Providers for the 2023/24 academic year New item	Skills Committee	5 June 2023	Decision	To consider proposals for contract awards to Independent Training Providers for the 2023/24 academic year from the Adult Education Budget, Free Courses for Jobs and Multiply, and make recommendations to the Combined Authority Board.	Relevant internal and external stakeholders, including the Business Board	Fliss Miller Interim Associate Skills Director	Councillor Lucy Nethsingha Lead Member for Skills	Relevant internal and external stakeholders, including the Business Board
49.	Health and Care Sector Work Academy End of Contract Performance Review	Skills Committee	5 June 2023	Decision	To inform and update the Skills Committee on the performance of the Health and Carer Sector Work Academy.	Relevant internal and external stakeholders, including the Business Board	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.
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Combined Authority Board Annual Meeting – 7 June 2023

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
50.	Minutes of the meeting on 22 March 2023 and Action Log	Cambridgeshire and Peterborough Combined Authority Board	7 June 2023	Decision	To approve the minutes of the previous meeting and review the action log.	Relevant internal and external stakeholders	Edwina Adefehinti Interim Chief Officer Legal and Governance, Monitoring Officer	Lead Member for Governance	It is not anticipated that there will be any documents other than the report and relevant appendices.
51.	Forward Plan June 2023	Cambridgeshire and Peterborough Combined Authority Board	7 June 2023	Decision	To approve the latest version of the forward plan.	Relevant internal and external stakeholders	Edwina Adefehinti Interim Chief Officer Legal and Governance, Monitoring Officer	Lead Member for Governance	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
52.	Budget Monitor Update	Cambridgeshire and Peterborough Combined Authority Board	7 June 2023	Decision	To provide an update on the revenue and capital budgets for the year to date.	Relevant internal and external stakeholders	Jon Alsop 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.
53.	Appointment of the Deputy Mayor/s	Mayor Dr Nik Johnson	7 June 2023	Mayoral Decision	To announce the appointment of the Deputy Mayor/s of the Cambridgeshire and Peterborough Combined Authority for 2023/24.	n/a	Edwina Adefehinti Interim Chief Officer Legal and Governance, Monitoring Officer	Mayor Dr Nik Johnson	Appointment of the Deputy Mayor/s
54.	Membership of the Combined Authority	Cambridgeshire and Peterborough Combined Authority	7 June 2023	Decision	To note the appointment of Members of Constituent Councils and a	Relevant internal and external stakeholders	Edwina Adefehinti Interim Chief Officer Legal 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
					representative of the Business Board for 2023/24 (and their Substitute Members) and to appoint any Non-Constituent Members or Co-opted Members.		Governance, Monitoring Officer		other than the report and relevant appendices.
55.	Appointments to Executive Committees, including the appointment of Committee Chairs and Lead Members	Cambridgeshire and Peterborough Combined Authority	7 June 2023	Decision	Note and agree the Mayor's nominations to Lead Member responsibilities and the membership of the Executive Committees, including the Chairs of the Executive Committees for 2023/24.	Relevant internal and external stakeholders	Edwina Adefehinti Interim Chief Officer Legal and Governance, 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
56.	Appointment of the Overview and Scrutiny Committee	Cambridgeshire and Peterborough Combined Authority	7 June 2023	Decision	To appoint the Overview and Scrutiny Committee and confirm its terms of reference, size and allocation of seats to political parties in accordance with political balance requirements, according to the nominations received from constituent councils.	Relevant internal and external stakeholders	Edwina Adefehinti Interim Chief Officer Legal and Governance, Monitoring Officer	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.
57.	Appointment of the Audit and Governance Committee, including the Independent Person	Cambridgeshire and Peterborough Combined Authority Board	7 June 2023	Decision	To appoint the Audit and Governance Committee and Independent Person and confirm its terms of reference, size and allocation of	Relevant internal and external stakeholders	Edwina Adefehinti Interim Chief Officer Legal and Governance, 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
					seats to political parties in accordance with political balance requirements, to reflect nominations received from constituent councils.				
58.	Calendar of meetings 2023/24	Cambridgeshire and Peterborough Combined Authority	7 June 2023	Decision	To agree the calendar of meetings for 2020/21.	Relevant internal and external stakeholders	Edwina Adefehinti Interim Chief Officer Legal and Governance, Monitoring Officer	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.
59.	Combined Authority Monthly Highlights Report January 2023	Cambridgeshire and Peterborough Combined Authority Board	7 June 2023	Decision	To provide a monthly highlight report on Combined Authority business.	Relevant internal and external stakeholders	Gordon Mitchell Interim Chief Executive	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
									the report and relevant appendices.
60.	Improvement Plan Update	Cambridgeshire and Peterborough Combined Authority Board	7 June 2023	Decision	To receive an update on progress against the agreed Improvement Plan.	Relevant internal and external stakeholders	Angela Probert Interim Programme Director: Transformation	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.

Recommendations from the Transport and Infrastructure Committee

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
61.	Local Transport and Connectivity Plan	Cambridgeshire and Peterborough Combined Authority Board	7 June 2023	Key Decision 2022/056	To approve the Local Transport and Connectivity Plan.	Relevant internal and external stakeholders	Steve Cox Associate Director Tim Bellamy Interim Head of Transport	Chair of the Transport and Infrastructure Committee	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
62.	Bus Service Improvement Plan	Cambridgeshire and Peterborough Combined Authority Board	7 June 2023	Decision	To sign off the Bus Service Improvement Plan (BSIP) for submission to operators and Government.	Relevant internal and external stakeholders	Steve Cox Associate Director Tim Bellamy Interim Head of Transport	Chair of the Transport and Infrastructure Committee	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

Recommendations from the Skills Committee

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
63.	Skills Contract Awards to Independent Training Providers for the 2023/24 academic year New item	Cambridgeshire and Peterborough Combined Authority Board	7 June 2023	Key Decision 2023/004	To approve contract awards to Independent Training Providers for the 2023/24 academic year from the Adult Education Budget, Free Courses for Jobs and Multiply.	Relevant internal and external stakeholders, including the Business Board	Fliss Miller Interim Associate Skills Director	Lead Member for Skills	Relevant internal and external stakeholders, including the Business Board

Housing and Communities Committee – 12 June 2023

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
64.	Sustainable Land Use Advice Fund	Housing and Communities Committee	12 June 2023	Decision	To seek approval and release of funds for the full	Relevant internal and	Steve Cox Associate Director	Councillor Bridget Smith	It is not anticipated that there will

	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
	Full Business Case New item				business case for the Sustainable Land Use Advice Fund (shown in the Medium Term Financial Plan as the Rewilding Advice Fund) and make recommendations to the Combined Authority Board.	external stakeholders		Chair of the Housing and Communities Committee	be any documents other than the report and relevant appendices to be published

Skills Committee – 3 July 2023

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
65.	University Of Peterborough Programme Business Case	Skills Committee	3 July 2023	Decision	To consider the proposed University of Peterborough programme business case and make recommendations to the Combined Authority Board.	Relevant internal and external stakeholders, including the Business Board.	TBC	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.
66.	Economic Growth Strategy Implementation Plan	Skills Committee	3 July 2023	Decision	To note consider the final draft of the Economic Growth Strategy Implementation Plan and make recommendations to the Combined Authority Board.	Relevant internal and external stakeholders, including the Business Board	Steve Clarke Interim Associate Director Business	Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

Housing and Communities Committee – 10 July 2023

	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

Transport and Infrastructure Committee – 12 July 2023

	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 – 26 July 2023

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
67.	Minutes of the Annual Meeting on 7 June 2023 and Action Log	Cambridgeshire and Peterborough Combined Authority Board	26 July 2023	Decision	To approve the minutes of the previous meeting and review the action log.	Relevant internal and external stakeholders	Edwina Adefehinti Interim Chief Officer Legal and Governance, Monitoring Officer	Lead Member for Governance	It is not anticipated that there will be any documents other than the report and relevant appendices.
68.	Forward Plan July 2023	Cambridgeshire and Peterborough Combined Authority Board	26 July 2023	Decision	To approve the latest version of the forward plan.	Relevant internal and external stakeholders	Edwina Adefehinti Interim Chief Officer Legal and Governance, Monitoring Officer	Lead Member for Governance	It is not anticipated that there will be any documents other than the report and relevant appendices.
69.	Budget Monitor Update	Cambridgeshire and Peterborough	26 July 2023	Decision	To provide an update on the revenue and capital budgets	Relevant internal and external stakeholders	Jon Alsop Chief Finance Officer	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			for the year to date.				documents other than the report and relevant appendices to be published.

Recommendations from the Skills Committee

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
70.	University Of Peterborough Programme Business Case	Cambridgeshire and Peterborough Combined Authority Board	26 July 2023	Key Decision 2022/075	To approve the University of Peterborough programme business case.	Relevant internal and external stakeholders	TBC	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
									relevant appendices.

Recommendations from the Housing and Communities Committee

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
71.	Sustainable Land Use Advice Fund Full Business Case New item	Cambridgeshire and Peterborough Combined Authority Board	26 July 2022	Decision	To approve the release of funds for the full business case for the Sustainable Land Use Advice Fund (shown in the Medium Term Financial Plan as the Rewilding Advice Fund).	Relevant internal and external stakeholders	Steve Cox Associate Director Tim Bellamy Interim Head of Transport	Councillor Bridget Smith Chair of the Housing and Communities Committee	It is not anticipated that there will be any documents other than the report and relevant appendices to be published

FP/03/23 (revised)

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

Please send any comments or queries about the Forward Plan to [Edwina Adefehinti, Interim Chief Officer Legal and Governance, 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.