



**CAMBRIDGESHIRE  
& PETERBOROUGH**  
COMBINED AUTHORITY

## OVERVIEW & SCRUTINY COMMITTEE

**Date: Monday, 27 November 2023**

**Democratic Services**

Edwina Adefehinti  
Interim Chief Officer Legal and Governance  
Monitoring Officer

**11:00 AM**

2nd floor, Pathfinder House  
St Mary's Street  
Huntingdon  
Cambs  
PE29 3TN72

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

## AGENDA

**Open to Public and Press**

**1 Apologies for Absence**

**2 Declarations of Interest**

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

**3 Public Questions**

Arrangements for asking a public question can be viewed here

- [Public Questions - Cambridgeshire & Peterborough Combined Authority \(cambridgeshirepeterborough-ca.gov.uk\)](https://www.cambridgeshirepeterborough-ca.gov.uk)

<b>4</b>	<b>Minutes of the meeting held on 18 September 2023</b> To approve the minutes of the meeting held on 18 Sept 2023	<b>4 - 13</b>
<b>5</b>	<b>Election Of Vice Chair</b>	
<b>6</b>	<b>Improvement Framework Report 27 November 2023</b>	<b>14 - 61</b>
<b>7</b>	<b>Corporate Performance Report OSC Q2 202324</b>	<b>62 - 104</b>
<b>8</b>	<b>Bus Strategy Update</b>	<b>105 - 138</b>
<b>9</b>	<b>Corporate Plan and MTFP update</b>	<b>139 - 169</b>
<b>10</b>	<b>Combined Authority Board Agenda</b> Committee to discuss any items on the CA Board Agenda and submit questions for the CA Board meeting held on the 29th November 2023. The agenda for this meeting can be found here: <a href="#">CA Board Agenda - November 2023</a>	
<b>11</b>	<b>Appointment of Skills Rapporteur</b>	<b>170 - 173</b>
<b>12</b>	<b>Combined Authority Forward Plan</b> Members allocated to monitor the activities of the Combined Authority to provide a verbal update to the committee on any areas of interest. The Forward Plan for the CA can be found here: <a href="#">Forward Plan</a>	
<b>13</b>	<b>O&amp;S Committee Draft Work Programme</b>	<b>174 - 180</b>
<b>14</b>	<b>Date of next meeting:</b> Informal O&S Meeting: 9th January 2024 10am - Teams Meeting Public Meeting O&S Committee: 29th January 2024 11am - Civic Suite, Pathfinder House, Huntingdonshire District Council	

### 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 Overview & Scrutiny Committee comprises the following members:

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

Cllr Anna Bradnam

Councillor David Brown

Councillor Charlotte Cane

Cllr Maureen Davis

Councillor Wayne Fitzgerald

Cllr John Fox

Councillor Mark Goldsack

Cllr Tim Griffin

Councillor Martin Hassall

Councillor Anne Hay

Councillor Jon Neish

Councillor Judith Rippeth

Cllr Martin Smart

Councillor Aidan Van de Weyer

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



## Overview and Scrutiny Committee

**Monday 18<sup>th</sup> September 2023**

Venue:	Bourge Viersen Room, Peterborough Town Hall, Peterborough	
Time:	11.00 – 14.02pm	
Present:	Cllr Andy Coles Cllr Mohammed Haseeb Cllr David Brown Cllr Charlotte Cane Cllr Maureen Davis Cllr Anne Hay Cllr Tim Griffin Cllr Martin Smart Cllr Martin Hassall Cllr Judith Rippeth Cllr Aiden Van de Weyer Cllr Michael Atkins Cllr Mark Goldsack	Peterborough City Council Peterborough City Council East Cambs District Council East Cambs District Council Fenland District Council Fenland District Council Cambridge City Council Cambridge City Council Huntingdonshire District Council South Cambs District Council South Cambs District Council Cambridgeshire County Council Cambridgeshire County Council
Apologies	Cllr Jon Neish	Huntingdonshire District Council
Also attending:-	Cllr Anna Smith	Chair for Transport & Infrastructure Committee

### Minutes:

<b>1</b>	<b>Apologies for Absence</b>
1.1	Apologies received from Cllr Jon Neish.
<b>2</b>	<b>Declarations of Interest</b>
2.1	No declarations of interest received.
<b>3</b>	<b>Public Questions</b>
3.1	No public questions received.
<b>4</b>	<b>Minutes of the Previous Meeting &amp; Action Log</b>
4.1	The minutes from the meeting held on the 24 <sup>th</sup> July were approved as a correct record and the action log was noted.
<b>5</b>	<b>Performance Management Framework and Corporate Performance Report</b>
5.1	The Committee received the report which presented members with the Performance Management Framework, the Corporate Key Performance Indicators, Most Complex Programmes and Projects performance information and an update on the planned evaluation of the impact of the Combined Authority's Devolution Deal.
5.2	The following points were raised during the discussion:-

	<ul style="list-style-type: none"> <li>• Officers advised that in relation to Metric 16 in the report the number of waivers submitted should be 2 not 1. This should give an amber RAG rating not green.</li> <li>• Members queried how useful the data used for the state of the region was given it was from 2021 and officers agreed to feed this back and to look into whether more recent data may be available.</li> <li>• Members commented that it may be better to use comparable data from other local authorities with comparable demographics rather than comparing with the national average. Officers advised that Oxfordshire had been used in the past by Cambridgeshire County Council.</li> <li>• In response to a query around how confident were officers about the green rating for the bus reform; officers advised that the information had been pulled together from a combination of data sources but that this could be checked and feedback provided to members.</li> <li>• Members commented that in the past regarding the Net Zero programmes there had been issues getting sufficient contractors to produce the insulation required and queried whether this was still the case; officers advised that the rating given for Metric 10 had been approved in conjunction with national government.</li> <li>• In response to a question about how the assessment of teams' performance and budget management would be reported back to the Committee; officers advised that they would check with HR to see if the new LEAP programme could be utilised going forward.</li> <li>• Officers advised they were confident that the performance framework in place would provide the guidance they required however the capacity would need to be reviewed.</li> </ul>
5.3	<p>The Committee RESOLVED:-</p> <ol style="list-style-type: none"> <li>a) Note the draft Performance Management Framework and plans for further development.</li> <li>b) Scrutinise performance information relating to the Combined Authority's Corporate Key Performance Indicators.</li> <li>c) Scrutinise performance information relating to the Combined Authority's Most Complex Programmes and Projects.</li> <li>d) Scrutinise performance information relating to the Combined Authority's Headline Priority Activities.</li> <li>e) Note progress to evaluate the impact of the Devolution Deal Investment Fund in a Gateway Review.</li> <li>f) Review and comment on the relevance and accessibility of the performance information presented in this report.</li> </ol>
5.4	<p><b>ACTION</b></p> <ol style="list-style-type: none"> <li>1) Officers to check the data provided for the bus reform RAG rating and provide feedback to members.</li> </ol>
<b>6</b>	<b>Improvement Framework with specific focus on project plans and delivery</b>
6.1	<p>The Committee received the report which provided an update on the progress in July/August against the key concerns and observations identified by the External Auditor in June and October 2022, the Best Value Notice received in January 2023 and DLUHC in February 2023. The report also provided detail on the 'deep dive' into the Project plans and delivery Improvement plan to be considered at the meeting on 18 September.</p>
6.2	<p>The following points were raised during the discussion:-</p> <ul style="list-style-type: none"> <li>• Members were advised that the report stated that time period covered was for June however this was an error, and the report covered the period from July through to August for members consideration.</li> </ul>

	<ul style="list-style-type: none"> <li>• Members were advised that there had been two risk management training sessions; the Audit and Governance Committee had received training as had project managers and nominated constituent council officers; this would help to embed the work being done on risk. There was also new software which meant that all registers were recorded, and this would provide greater transparency.</li> <li>• Officers agreed to share the risk appetite which was part of the risk framework report with the Committee members.</li> <li>• Officers advised that the corporate risk register was now considered to be in a good place, however the service level registers needed further work as there were some gaps such as scores and risk owners missing. There would be work done over the next couple of months to ensure that the register and the new software was up to date and that staff were trained.</li> <li>• In response to a query around reassurance that risks were escalated from service level registers to the corporate level register, the officers advised that there were monthly meetings where the PMO, finance officers and Corporate Management Team would review risks to ensure they were happy with where they were on the registers.</li> <li>• In response to a question about how to make the processes more understandable to members of the public; officers advised that once the SAF had been approved that guidance would be provided and there were plans for the development of a place on the CA website which would be written in plain English to ensure other organisations could clearly understand the processes required to submit ideas for consideration. There would be public, member and officer specific guidance, there would also be a reworking of the Project Management Office to become an enabling team to support the process and there had been discussions with the Communications team on how best to promote this.</li> <li>• The Single Assurance Framework had been specifically developed to ensure the steps were as simple as possible and this had been tested with officer groups from constituent councils.</li> <li>• Officers advised that it was the intent that members of the public should be able to access information regarding what has been done in their area, what was planned for their area and what was currently being delivered.</li> <li>• Officers advised that there was work being done to deliver a performance dashboard that could be put on the website for members of the public to access.</li> <li>• In response to a question about whether the Combined Authority was signed up to the Plain English campaign officers advised they would check this and provide a response to members but could assure members the intention was to write in plain English standards, using best practice from other Combined Authorities; for example, the West Midlands CA had put considerable work into creating accessible documents around assurance frameworks.</li> </ul>
6.3	<p><b>RESOLVED:-</b></p> <ol style="list-style-type: none"> <li>a) Note the progress against stated areas of improvement identified by the External Auditor in June 2022 and Best Value Notice received in January 2023 as reported to the CA Board on 31 May 2023.</li> <li>b) Consider the development of the Project plans and delivery plan to address identified areas of improvement</li> </ol>
6.4	<p><b>ACTION</b></p> <ol style="list-style-type: none"> <li>1) Officers to circulate the risk appetite report to members.</li> <li>2) Officers to provide a response to the Committee on whether the CA was signed up to the Plain English Campaign.</li> </ol>
7	<p><b>Bus Network Review</b></p>

7.1	The Committee received the report which provided an overview and the CPCA Board paper which provided the detail of the recommendations and considerations for the bus network review.
7.2	<p>The following points were raised during the discussion:-</p> <ul style="list-style-type: none"> <li>• The Chair for the Transport &amp; Infrastructure Committee was in attendance and highlighted to the Committee that the approach that the Combined Authority was taking was very different to a purely commercial approach. There would be a lot of work done in engaging the local communities over the coming months.</li> <li>• In response to a question about the Demand Responsive Travel and whether it was being ambitious enough, officers advised that there were constraints and there was a big ambition to deliver on Demand Responsive Travel alongside the Bus Reform and that officers were considering pilots.</li> <li>• The focus was currently on designing the network to encourage people to use public transport and making best use of funding to ensure people could access essential services.</li> <li>• The CA was reliant on the communication of the bus operators, but officer would work to try and get information out to members of the public quicker. Once the CA was in control of the network they would be in a better position to communicate any changes.</li> <li>• In response to a question about consultations that had been carried out the Committee were advised that consultations were usually done through elected members, parish councils and relevant community groups.</li> <li>• In response to a question about the seven routes that had not been assessed officers advised that this related to the provision of information from the bus operators. Officers hoped to bring back further information on this in November.</li> <li>• Members commented it was difficult to assess the plans when there were still gaps and requested that officers think about the network as a whole. The Transport and Infrastructure Chair advised that the reason why greater reform was wanted was to have greater strategic control over the network; currently the authority was massively restrained by the system.</li> <li>• Officers advised that they would look to bring together the strategic information alongside the individual metrics for different routes and take into account consistency and behaviours to ensure any decisions taken would help ensure that people have confidence in the bus network.</li> <li>• In response to a question about funding and the use of the 12% precept the Transport &amp; Infrastructure Chair advised that the precept had been used as a necessity to specifically fund 25 bus routes that Stagecoach had planned to remove. Moving forward the Combined Authority needed to look at all funding mechanisms available.</li> <li>• The Executive Director for Place and Connectivity advised the Committee that the CA had responsibility for passenger transport and there was an expectation from central government that either enhanced partnerships or franchising were considered. The Board would be considering the Outline Business Case on Wednesday with a further decision to be taken on this in January 2024.</li> <li>• In response to a question about TING the officers advised that it was costing a lot per passenger and officers were looking at how to provide better value for money around this and to also ensure it did not take journeys away from other services.</li> </ul>
7.3	<p>The Committee RESOLVED:-</p> <p>a) To note the Bus Network Review</p>
8.	<p><b>Increased Connectivity Priority Area – focus on Powered Two Wheelers and Road Safety</b></p>

8.1	The Committee received the report which provided an update on the development of the e-scooters, including the emerging position with regards to the legislation and provided an update on the work of Vision Zero in addressing a key performance indicator for the Combined Authority to reduce the number of people killed or seriously injured on the region's road network.
8.2	<p>The following points were raised during the discussion:-</p> <ul style="list-style-type: none"> <li>• Officers advised that they were waiting for further powers from government in relation to enforcement of the use of private e-scooters. Liaison between the police would be needed to understand where problem areas were and how to educate people on consequences of irresponsible behaviour.</li> <li>• The Chair for the Transport &amp; Infrastructure Committee advised that the CA's role was around licensing of the scooters and enforcement would be for the police however, there was dialogue that was required to put pressure on with the police and also central government.</li> <li>• Members requested that schemes such as VOIE be rolled out further as this may help to reduce the use of illegal e-scooters and they helped to reduce carbon emissions. Officers advised that they were limited to the location of the VOIE pilot but that they would be looking at travel hubs in the future.</li> <li>• Officers agreed to look into the national context of the e-scooters and whether this was a nationwide issue.</li> <li>• In response to a question about whether the VOIE scheme had been offered to corporate users; officers agreed to feedback this point to VOIE.</li> <li>• Officers advised that part of the contract when people signed up to use VOIE was that they had to sign a third-party liability but acknowledged that this may need to be made more prominent.</li> <li>• Officers advised that they were looking at the interrelationships between different road users to ensure the right traffic was on the roads. When devising schemes, the CA would work with partners to understand what the purpose of the scheme was and to help resolve any conflicts. Schemes were driven by the two Highway Authorities. The Transport &amp; Infrastructure Chair advised that as part of the LTCP being considered by the CA Board on Wednesday each constituent authority had an appendix which detailed a range of schemes put forward which the CA would seek to champion; these had been done in consultation with each individual constituent council. There was a lot of opportunity to improve transport across the region.</li> </ul>
8.3	<p>RESOLVED:-</p> <ol style="list-style-type: none"> <li>a) Note the developing e-scooter scheme and associated legislation.</li> <li>b) Note work on Vision Zero</li> </ol>
8.4	<p>ACTION</p> <ol style="list-style-type: none"> <li>1) Officers agreed to look into the national context of the e-scooters and whether this was a nationwide issue and feedback to Committee.</li> </ol>
9.	<b>CA Board Agenda</b>
9.1	The Committee had no questions to submit to the CA Board for their meeting on Wednesday.
	<p style="text-align: center;">---o0o---</p> <p style="text-align: center;">Cllr's Haseeb, Van De Weyer and Hassall left the meeting at the break.</p>



	<p>To ensure that decisions could be made while the Committee was still quorate the Committee agreed to re-order the agenda items. Taking items 11 and 12 before resuming the agenda order.</p> <p style="text-align: center;">---o0o---</p>
<b>11.</b>	<b>Access to Information Protocol</b>
11.1	The Committee received the report which set out the protocol that could be adopted by the Combined Authority to clarify the rights of members to access to information held the Combined Authority.
11.2	Members queried why the protocol did not state that members would be provided with a written explanation when information could not be provided and were advised that this was in the CA Constitution and was explicit in the 2017 Order.
11.3	Members requested that a line be added to the protocol that made it clear what the legislation dictated.
11.4	<p>Cllr Rippeth proposed and was seconded by Cllr Hay that a statement be added to the protocol that stated that O&amp;S members would be provided with information requested unless provided with written reasons why they could not receive the information requested.</p> <p>With 9 votes FOR and 1 ABSTENTION the motion was CARRIED.</p> <p>The Monitoring Officer advised she would amend the wording in consultation with the Chair before it was taken to CA Board on Wednesday.</p>
11.5	<p>The Chair and Monitoring Officer agreed the following wording be added to the protocol:</p> <p>The CPCA will adopt a default position of sharing information held on request, with overview and scrutiny committee members. However, there may exceptionally be instances where confidential and exempt documents cannot be provided to members for example because this may result in legal proceedings against the CPCA, if confidentiality is breached. In those instances, where it is determined that a copy of a document or part of any such document cannot be shared with overview and scrutiny committee members, officers should provide the overview and scrutiny committee with a written statement setting out its reasons for that decision.</p>
11.6	<p>RESOLVED:-</p> <ul style="list-style-type: none"> <li>a) Endorse the Access to Information Protocol with the amendment agreed.</li> <li>b) Recommend to the Combined Authority Board to approve and adopt the Protocol and to delegate to the Monitoring Officer to circulate the Protocol to all members and substitutes of the Combined Authority Board, Business Board and Committees as a reference point for members.</li> </ul>
<b>12.</b>	<b>Appointment of Rapporteurs to Thematic Committees</b>
12.1	The Committee received the report which requested that the appointments made to the Skills and Employment Committee were ratified and that nominations for the rapporteur roles for the remaining committees were received.
12.2	<p>RESOLVED:-</p> <ul style="list-style-type: none"> <li>a) Ratify the appointments of Cllr Coles and Cllr Rippeth as the rapporteurs for the Skills and Employment Committee.</li> <li>b) Appoint Cllr Goldsack and Cllr Hassall as the rapporteurs for the Environment and Sustainable Communities Committee</li> <li>c) Appoint Cllr Neish and Cllr Van de Weyer as the rapporteurs for the Transport &amp; Infrastructure Committee</li> </ul>

<b>10.</b>	<b>Corporate Strategy &amp; Medium Term Financial Plan Refresh Process</b>
10.1	The Committee received the report which provided Overview & Scrutiny with a draft timeline and process to refresh both the Corporate Strategy and the MTFP and provided an opportunity for Overview & Scrutiny to make any comments or recommendations on the process before it is considered for approval by the Combined Authority Board on the 20th September.
10.2	RESOLVED:-  a) To note and comment upon the proposed timetable and process to refresh the Corporate Strategy and the Medium Term Financial Plan (MTFP).
<b>13.</b>	<b>Combined Authority Forward Plan – Lead Members’ Updates</b>
13.1	The Chair invited the rapporteurs to provide any feedback on any areas of interest to the Committee.
13.2	Cllr Coles as one of the rapporteurs for the Skills and Employment Committee advised that there was an interesting piece of work ongoing regarding the review of the performance of Growth Works and a TUPE process was underway to get staff moved over to the Combined Authority.  The other item of interest was a report which provided information on FE provision costs which it would be worth keeping an eye on.
13.3	There were no further updates from the rapporteurs.
<b>14.</b>	<b>O&amp;S Work Programme</b>
14.1	The Committee received the report which requested they note the draft work programme for the municipal year 2023/24 as shown at Appendix 1 and discuss items for the work programme.
14.2	The following points were raised during the discussion:-  <ul style="list-style-type: none"> <li>Members requested that officer look into how best the Committee could manage scrutinising the large number of items going to CA Board in November. Officers advised that they would provide options for how best to manage the workload for consideration at the informal session in November.</li> </ul>
14.3	RESOLVED:-  a) To note the work programme
14.4	ACTION  1) Scrutiny Officer to look into options for how best to manage the scrutiny of the CA Board agenda and the forward plan.
<b>15.</b>	<b>Date of next meeting</b>
15.1	1 <sup>st</sup> November – Informal O&S Meeting via Teams 27 <sup>th</sup> November – Public meeting at Huntingdonshire DC at 11am.

Meeting Closed: 14.02pm

Chair



## Overview and Scrutiny Committee Action Log

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

### Minutes of the Meeting 18<sup>th</sup> September 2023

Item	Report title	Lead officer	Action	Response	Status
5.4	Performance Framework	Jules lent	Officers to check the data provided for the bus reform rag rating and provide feedback to members.	<p>The data from the Most Complex Projects and Programmes Report comes from monthly Highlight Reports. Following a review of the report we are confident the Green RAG rating is correct.</p> <p>The Bus Reform programme of work is on-track, with the next significant milestones, to complete an external audit of the business case, being agreed by the CPCA Board at their meeting in September. The auditor has been appointed and work in the audit is on-track to feed into further board recommendations in January 2024. While there remains a significant programme of work to undertake and important decisions to be made, the work is being progressed and risks are being managed. This position will be kept under review as part of the reporting of progress.</p> <p>There is an item on the Audit &amp; Governance agenda on 17 November where the latest position will be set out in greater detail.</p>	CLOSED
6.4	Improvement Framework	Chris Bolton	Officers to circulate the risk appetite report to members.	Risk Appetite slides circulated on the 28 <sup>th</sup> September to Committee	CLOSED

		Steve Cox	Officers to provide a response to the Committee on whether the CA was signed up to the Plain English Campaign.		OPEN
8.4	Increased Connectivity	Tim Bellamy	Officers agreed to look into the national context of the e-scooters and whether this was a nationwide issue and feedback to Committee.		OPEN
14.4	Work Programme	Anne Gardiner	Scrutiny Officer to look into options for how best to manage the scrutiny of the CA Board agenda and the forward plan.	A scoring matrix was presented to the Committee at the informal O&S session on the 1 <sup>st</sup> November. Officers received feedback and will look to implement a process for the new municipal year	CLOSED

### Minutes of the Meeting 19<sup>th</sup> June 2023

Item	Report title	Lead officer	Action	Response	Status
8.8			An analysis of required officer support for the delivery of Option A be undertaken and reported to the Independent Improvement Board, along with a proposal to strengthen officer support to the scrutiny function, noting future English Devolution Accountability Framework requirements	Officer support capacity to be monitored as the new processes are implemented	Ongoing
			The Improvement Plan Highlight Report be presented to each informal scheduled supporting scrutiny meeting for review to help direct focus and challenge at subsequent OSC meetings	Workstreams from the Improvement Plan have been added to the work programme	CLOSED

### Minutes of the Meeting 20<sup>th</sup> March 2023

Item	Report title	Lead officer	Action	Response	Status
5	Improvement Framework	Angela Probert	The Interim Programme Director to send an update to the Committee to address the points raised in the meeting and provide more detail on the following:	Ongoing	Open

			<ul style="list-style-type: none"><li>• Transport Schemes</li><li>• IT and software requirements</li></ul> Communications and the building of an effective public relations and influencing delivery operation.		
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<b>Overview and Scrutiny Committee</b>	Agenda Item <b>6</b>
<b>27 November 2023</b>	

Title:	Improvement Framework with a specific focus on Confidence, Culture & Capacity
Report of:	Angela Probert, Interim Director of Transformation Programme Nick Bell, Executive Director, Resources and Performance
Lead Member:	Mayor, Dr Nik Johnson
Public Report:	Yes
Key Decision:	No
Voting Arrangements:	A simple majority of all Members present and voting

Recommendations:	
A	Note the progress made over September and October against stated areas of improvement identified by the External Auditor in June 2022 and Best Value Notice received in January 2023 as reported to the CA Board on 31 May 2023; set out in paragraphs 2.2 to 2.9.
B	Note the outcome of the recent Internal Review of the governance and decision making improvement programme set out in paragraph 2.10.
C	Note the feedback from the staff conference on the progress made over the last 12 months set out in paragraph 2.11.
D	Consider the progress of the Confidence, Culture and Capacity improvement theme deep dive; supported by evidence attached as Appendix 2.

Strategic Objective(s):	
The proposals within this report fit under the following strategic objective(s):	
x	Achieving ambitious skills and employment opportunities
x	Achieving good growth
x	Increased connectivity
x	Enabling resilient communities
x	Achieving Best Value and High Performance
The identified improvements set out in this report to meet concerns of the External Auditor and Best Value Notice will support the Combined Authority demonstrate its ability to achieve best value and enable the delivery of agreed priorities and objectives.	

## 1. Purpose

1.1	The report updates the Committee on the progress in June against the key concerns and observations identified by the External Auditor in June and October 2022, the Best Value Notice received in January 2023 and DLUHC in February 2023.
1.1	The report also supports the 'deep dive' into the Confidence, Culture and Capacity Improvement plan to be considered at the meeting on 27th November.

## 2. Proposal

2.1	The highlight report attached as Appendix 1 sets out activity delivered during the period September and October 2023 against the Improvement Plan agreed by the CA Board in May 2023.
2.2	<p><b>Improvement plan progress</b></p> <ul style="list-style-type: none"> <li>• Overall the programme is rated as 'Green' at the end of October 2023, meaning 'successful delivery of the Improvement Plan to time, cost and quality appears to be highly likely', reflecting the positive trends across the five themes set out in the highlight report.</li> <li>• The Improvement Group, chaired by the Executive Director, Resources and Performance continues to assess progress against the agreed plan and address any programme issues or risks.</li> <li>• The Improvement Group has identified the key links between key deliverables set out in the Improvement Plan to ensure a programme wide focus on delivery is in place and dependencies managed.</li> </ul>
2.3	<p><b>Governance and decision making (Green)</b></p> <ul style="list-style-type: none"> <li>• Governance training roll-out has continued for officers and members – specifically on how the CA works with its constituent authorities, running an effective committee/Board meeting and scrutinising and overseeing subsidiary companies of the CPCA.</li> <li>• Engagement with Project and Delivery workstream is ongoing to ensure Single Assurance Framework (SAF) alignment and compliance with EDAF.</li> <li>• The Risk Register has been reviewed to ensure the risks reflect the current project status and has contributed to the development of the programme risk register.</li> <li>• The review of the Audit &amp; Governance Committee's operations compared to other Mayoral Combined Authorities (MCAs) has been completed and shared with Committee members who have made recommendations regarding its outcome</li> <li>• Constituent authorities have provided nominated representatives for the new committees and Advisory groups.</li> <li>• The CA Board members continue to be engaged in change discussions at Leaders Strategy Meetings, particularly in relation to the development, implementation and governance of the SAF.</li> <li>• The new Business Board and Economic Development Group governance and processes are being embedded.</li> <li>• Some of our work is now being considered as best practice, for example a case study has been provided to the Centre for Governance &amp; Scrutiny (CfGS) to demonstrate the development of the scrutiny roles specific to Combined Authority. As a result, discussions are taking place with CfGS about how the scrutiny developments that have been undertaken could helpfully contribute to the guidance for CA scrutiny being developed by CfGS and other MCAs are now looking at what we have done with O&amp;S as leading practice.</li> </ul>
2.4	<p><b>Procurement (Green)</b></p> <ul style="list-style-type: none"> <li>• Recruitment of procurement staff to support the new structure is completed bar the Contract Manager post, which is anticipated to be advertised in November.</li> <li>• Procurement training for all staff is underway.</li> <li>• The development of standard templates for procurement documentation is in progress, with an expected completion date of 30 November 2023</li> <li>• The development of standard Grant Funding Agreements (GFA) is in progress, with CMT expected to agree a final version in November.</li> </ul>

	<ul style="list-style-type: none"> <li>• The development of standard Terms &amp; Conditions for different types of contract activity is completed in draft and awaiting sign off by CMT.</li> <li>• A scheme of "Delegated Procurement Authority" (Delegated Authority) – linked to sign off the SAF which is due to go to CA Board on the 29th of November 2023 - is being completed.</li> <li>• The procurement Hub is being developed and should be in place with all templates by the end of November 2023.</li> <li>• A communications strategy to support the roll out of the procurement hub and support documents is being developed due to be completed by December 2023.</li> <li>• The development of Procurement KPIs is underway in conjunction with the Strategy &amp; Policy Team.</li> </ul>
2.5	<p><b>Project plans and delivery (Green)</b></p> <ul style="list-style-type: none"> <li>• The Draft SAF and Risk management Framework were presented to the Audit &amp; Governance Committee on 8th September for review and approved.</li> <li>• The Overview &amp; Scrutiny Committee undertook a deep dive into the Project Plans &amp; Delivery workstream on 18th September and had no additions or concerns to add regarding the SAF or the Risk Management Framework.</li> <li>• The Performance Management Framework was then given more attention by the Overview &amp; Scrutiny Committee who provided full support to its content.</li> <li>• The SAF, the PMF and the RMF were presented to Board on 20th September and unanimously supported.</li> <li>• The draft SAF was submitted has now been cleared by the relevant review teams in DLUHC, DfE and DfT without any required amendment. We have however made some very minor amendments in response to queries of clarity regarding the link between the SAF and the Risk Management Framework</li> <li>• A workshop was held on 11<sup>th</sup> October to review progress post September Board, agree content requirements for the November Board report on implementation, discuss PMO future resourcing and upskilling to deliver SAF and discuss different approaches to implementation, including various phased approaches compared to a single one-off implementation.</li> <li>• The implementation of Risk Software (4Risk) has commenced with initial training completed with the PMO and training for Combined Authority Programme and Project Managers scheduled for November.</li> </ul>
2.6	<p><b>Partnership working (Green/Amber)</b></p> <p>The Combined Authority have been working with many partners over the last 12 months including, but by no means limited to, the East of England Local Government Association, the M10 Mayoral Group, the Cambridge 2040 CEX group, the OxCam Partnership, England's Economic Heartland, Innovate Cambridge, Cambridge Ahead, the Future Fens Adaptation Taskforce and the Joint Cambridgeshire and Peterborough Health and Wellbeing Board / Integrated Care Partnership and constituent local authorities.</p> <p>Case studies are currently being collated to demonstrate our approach, the impact made and characterised by:</p> <ul style="list-style-type: none"> <li>• Providing effective leadership of place through constructive relationships with external stakeholders.</li> <li>• An organisational culture (and crucially behaviours) that recognises the value of working with local partners to achieve more efficient and effective policy development, local economic growth and investment, better services, and customer-focused outcomes.</li> <li>• Early and meaningful engagement and effective collaboration with partners to identify and understand local needs, and in decisions that affect the planning and delivery of services.</li> <li>• Evidence of joint planning, funding, investment and use of resources to demonstrate effective service delivery, but transparent and subject to rigorous oversight.</li> <li>• Involving partners in developing indicators and targets, and monitoring, managing and challenging performance.</li> <li>• Driving inclusive growth, social and environmental value through our project development and delivery.</li> </ul>



- Continuous learning and improvement

It is proposed that the evidence collated will be presented to the Independent Improvement Board in November with recommendations for the next steps for the workstream.

2.7

## **Confidence, culture and capacity (Green)**

### Ambition and priorities

- Initial analysis and requirements for State of the Region, Vision and Infrastructure framework have been completed by partners. The next stage will be procurement, and tenders have been received and are being considered.
- Q1 Corporate Performance Report was presented to CA Board where it was accepted and very well received. Work on Q2 reporting has commenced and on course to go to the November Board as scheduled.

### Leadership

- The first development session for members has taken place with a focus on 'Effective Committee Membership'. This is the first of four topics to be covered over the coming months and the sessions are designed to empower our leaders, ensuring they have the skills and knowledge to drive the Combined Authority's mission forward. This first session was very well attended with some good feedback received from participants who stated they would recommend future planned sessions to their fellow councillors.
- CEXs first 100 days communication continues with a video for CA staff.

### Values and behaviours

- The fourth staff conference took place in October and was very well attended with staff participating in workshops focussing on 'celebrating success', understanding 'where we are now' and 'moving forward'. Feedback from these workshops and the conference overall will be used to measure performance against workforce related improvement initiatives and to inform planning for future conferences and staff engagement.
- Happenings (internal staff newsletter) continues to be produced and disseminated weekly. Each week this contains informative video updates on the Improvement Programme and other important news and articles to promote staff well-being and to keep staff abreast of latest regional and CPCA specific developments.
- The external review of communications, engagement and public affairs has been completed and a plan, which draws upon the recommendations of the review is in the early stages of implementation.
- The first of five planned Board Activity sessions on the 2023/2025 Corporate Strategy refresh and 2024/2025 MTFP (Medium Term Financial Plan) has taken place which was well attended and received by participants.

### Recruitment, retention, reward, and resourcing

- New Recruitment and Selection procedures for the Combined Authority have been drafted together with supporting documentation and are in use. Training on the new procedures set to be delivered to staff during November and December.
- The HR policies approved in August have now been launched. The policies have been heavily promoted via various channels including videos, drop-in clinics, lunch time sessions and a new HR Information Hub.
- A second Corporate Staff Induction session has taken place. These are new group-based induction sessions for new staff. Frequency will depend upon the number of staff onboarded to CPCA.
- A permanent Assistant Director of HR (Nicky McLoughlin) has been appointed.

	<ul style="list-style-type: none"> <li>Following on from the appraisals that were introduced in March 2023. Mid-year reviews have commenced. These are an opportunity for staff to discuss progress against objectives and training with managers. The appraisal and review process has been rebranded as 'LEAP' which stands for 'Learning, Excellence, Achievement and Performance' and the associated templates and documentation refer to our values and behaviours.</li> </ul>
2.8	<p><b>Independent Improvement Board engagement</b></p> <ul style="list-style-type: none"> <li>The Independent Improvement Board (IIB) continues to meet formally on a bi-monthly basis where it receives a report by the Chief Executive on the progress of the Improvement plan. The CA Board attended the IIB meeting in September to discuss the future opportunities deeper devolution with give the CPCA region. At the conclusion of the meeting the Chair reported to the CA Board and other key stakeholders on areas of assurance and those that require further focus. This note was circulated to members of the Audit and Governance Committee.</li> <li>The Chief Executive and senior officers continue to engage with IIB members on a regular basis and the IIB Chair key continues to meet key stakeholders.</li> </ul>
2.9	<p><b>Conclusion of investigations and safeguarding of staff</b></p> <p>The Code of Conduct Panel Hearing took place on Tuesday 14 November and a further update will be provided to the Committee in advance of the meeting on 27 November.</p>
2.10	<p><b>Internal Audit review – Governance and decision-making improvement programme</b></p> <p>In September 2023 an Internal Audit on the Governance and decision making improvement activity was undertaken .</p> <p>The audit confirmed that the Governance Workstream has documented significant progress towards achieving the planned improvements, however, the methods that will be used to ensure that improvements to practices are embedded have not yet been agreed and documented, although action is being taken in this regard and will become a priority once all improvement actions have been implemented.</p> <p>Taking account of the issues identified, Internal Audit stated 'the Board can take <b>reasonable assurance</b> that the controls upon which the organisation relies to manage this area are suitably designed, consistently applied and effective.'</p> <p>The following actions have been identified and owners identified:</p> <p><b>Management action 1 (Low)</b></p> <ul style="list-style-type: none"> <li>Actions on the action log of the Governance Workstream's Project Group will be completed and closed down in a timely manner, with revised due dates set for overdue actions.</li> </ul> <p><b>Management action 2 (Low)</b></p> <ul style="list-style-type: none"> <li>The format of the highlight report will be updated to include a clear indication of whether planned milestones have been achieved or delayed, to allow the Improvement Group and other key forums to identify and address slippage in the completion of planned activities.</li> <li>This will include the closure or carry forward of open actions when each phase of the Improvement Programme ends.</li> </ul> <p><b>Management action 3 (Medium)</b></p> <ul style="list-style-type: none"> <li>The CPCA will agree and document a clear approach of how it will assess whether changes made to its governance processes and practices as part of the Improvement Plan have been fully embedded.</li> <li>This will include the mechanisms that will be used, the scope of these, and their respective frequency, such as formal inspections, peer reviews, audits or 2nd line assurance checks and reflection exercises.</li> </ul>
2.11	<p><b>Engagement</b></p> <p>The Leadership team continues to engage effectively with staff and on 12 October the fourth staff conference was held. Over 85 staff attended and contributed to discussions on key successes they recognise, ways of working that have changed – and what still requires attention, and also ambitions for the future organisation and what needs to be put in place to deliver this.</p>

	<p>Feedback during and following the event has been extremely positive; staff saying:</p> <ul style="list-style-type: none"> <li>• 'Hearing and seeing the positive things we have been doing (internally and externally) is making me feel proud to work for the Combined Authority'</li> <li>• 'Compared to the December 2022 conference there was a lot more energy in the room and it felt incredibly collaborative'</li> <li>• 'Internal comms from senior management is more open, honest and personable'</li> </ul> <p>Work is currently underway to collate all the feedback from the discussions to feed into the future organisational development plan for the CPCA which will be shared when completed.</p>
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### 3. Background

3.1	The proposals set out in this report respond to the report presented to CA Board in March 2023. The link to the relevant Board papers is attached as set out in paragraph 10.1. The proposals also address directly the issues raised by the External Auditor, the Best Value Notice and DLUHC; again attached through a link in paragraph 10.1
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### 4. Appendices

4.1	<p>Appendix 1 - Improvement Highlight report September / October 2023</p> <p>Appendix 2 - Confidence, Culture and Capacity deep dive</p> <p>Appendix 2a - HR information</p>
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### 5. Implications

Financial Implications	
5.1	The Board in July approved an additional £250K to fund the Improvement Programme to the end of January 2024 and it is anticipated that these funds will cover all the required activity to that point.
Legal Implications	
6.1	<p>The external auditor report and Best Value Notice to Combined Authority set out the statutory background to the auditor's report and the obligations falling on the Combined Authority as a consequence.</p> <p>The Combined Authority has taken actions and continues to take action seeking to improve the governance of the Combined Authority in line with the Combined Authority's Constitution and promote the Combined Authority's statutory duty of best value and continuous improvement.</p> <p>The CPCA's Audit Committee is defined by the Local Government Act 2000 and its purpose is to give assurance to elected members and the public about the governance, financial reporting and performance of the Council. This committee is therefore able to review, assess and scrutinise the information provided to them in this report in order to provide assurance.</p>
Public Health Implications	
7.1	None
Environmental & Climate Change Implications	
8.1	None
Other Significant Implications	

9.1	None
Background Papers	
10.1	<a href="#">Best Value Notice</a> <a href="#">External Auditor Letter</a>

# Programme Level Highlight Report

*for the Period:*

1 September 2023 to 31 October 2023

**Improvement Plan Phase 2  
Programme Level Highlight Report for the Period:**

**Period – 1 September 2023 – 31 October 2023**

**Lead Executive Director Overview**

I am pleased to present the highlight report for the Improvement Plan for September and October 2023.

I continue to highlight the five themes of this phase of our improvement journey and how this focusses tightly upon the expectations- based upon their advice and feedback - of our Independent Improvement Board, DLUHC (Department for Levelling Up, Housing and Communities) (Department for Levelling Up, Housing and Communities) and the external auditor to ensure our priorities for improvement reflect those of our partners and stakeholders. It should be noted that these themes encapsulate actions to address in full both the issues raised by DLUHC in their Best Value Notice letter of January 2023 and the letter received from the External Auditor raising concerns in July 2022.

Significant progress has been made regarding the conclusion of investigations relating to the safeguarding of staff, and a date for the Hearing Panel to consider the report from the Independent Investigator has now been set for 14<sup>th</sup> November. Further information regarding the outcome of that Hearing Panel will be provided after it has concluded.

Significant work has taken place across several themes leading to presentation and approval at Board on 20<sup>th</sup> September. I am delighted to note that at this meeting the Board warmly received information on progress with the procurement theme and governance and offered support for the draft Single Assurance Framework as well as approving the Risk Management Framework and Performance Management Framework. These are significant milestones, for not just the Improvement Plan but for the CA (Combined Authority) as these will set the parameters and frameworks by which we will assess, prioritise, monitor, and manage the projects we take forward in pursuit of our corporate priorities and business plans.

Partnership engagement continues to be a focus of our plan as we move forward and in this context praise from the constituent authorities CEX on the partnership working and engagement of the CA was very encouraging. Noting that this aspect of our work is core to our ambition we will however continue to focus upon improvement. This process has commenced with the collation of a series of case studies which will serve as a benchmark of how far we have come with our partnership journey in support of the CEX assessment and also allow us to look across the partnership landscape, draw lessons for further improvement and from that draw up the next stage of our partnerships action plan.

Given this positive progress and based upon the information in this report the direction of travel for the Improvement Programme, as demonstrated by the agreed RAG ratings, is very positive with all themes rated as green, meaning that delivery of all the agreed outcomes to time and budget is considered by the CMT (Corporate Management Team) workstream lead to be highly likely.

I continue to be confident of progress and achievement as we move forward and expect this to continue to be reflected in future highlight reports.

<b>Individual Workstream Status</b>		
	<b>This Period</b>	<b>Last Period</b>
<b>Governance and decision making</b>	Green	Green
<b>Procurement</b>	Green	Green
<b>Project plans and delivery</b>	Green	Green
<b>Partnership working</b>	Green	Green/Amber
<b>Confidence, culture, and capacity</b>	Green	Green

# Programme Governance

## Workstream Highlight Reports



## Governance and Decision Making

**Project Description:**

To embed the governance structures & constitutional changes agreed at CA Board, enabling sound decision making & implementation. Create confidence and evidence to ensure external scrutiny of the CPCA (Cambridgeshire and Peterborough Combined Authority) governance arrangements is positive. Increase & improve the representation on decision making committees & boards of councillors from across the political spectrum.

**Project Outcomes:**

- Plan for embedding new structures
- Review membership of committees, & advisory groups
- Review of BB (Business Board) role & role of BAP
- Develop Terms of Reference for each group
- Create Financial Regs, Procurement Code & SAF
- Consideration of EDAF (English Devolution Accountability Framework) Requirements
- Internal review of governance arrangements by A&G (Audit & Governance)
- Review councillor representation
- Guidance documents and training
- Member remuneration
- Review role of Scrutiny function
- Review non-councillor membership in groups (CIPF code)

<b>Workstream Sponsor:</b>		Nick Bell
<b>Project Manager/s:</b>		Louisa Simpson
<b>PMO (Programme Management Office) Support:</b>		Heidi Robinson
<b>Agreed Completion Date:</b>		30/05/2024
<b>Forecast Completion Date:</b>		30/05/2024
<b>Reporting Period:</b>		01/09/2023 – 31/10/2023
<b>Governance and Decision-Making Project Status</b>	<b>This Period:</b>	Green
	<b>Previous Period:</b>	Green

**Governance and Decision Making – September/October Project Update:**

**Key Activities:**

The project workstream have met and have moved forward several key activities linked to the Improvement Plan. The key activities undertaken this period:

- > Training roll-out – specifically how the CA works in relation to the districts/unitary authorities – linked to milestone 1
- > SAF & EDAF links have been discussed the SAF is with Government for review & sign off – linked to milestone 4
- > We have reviewed the risk register to ensure the risks reflect where we are in terms of governance – part of effective project management
- > the audit of governance has been completed & the findings are being reviewed to ensure they are covered in the workstream – linked to next month's milestone 5

**Engagement:**

The workstream group continue to meet fortnightly & focus on progress and risk review. As key milestones are met, communication is in place to support the roll out & CMT discuss changes at their meetings.

The CA Board members continue to be engaged in change discussions at Leaders Strategy Meetings in relation to the governance of the SAF. Finally, the new Business Board and governance and processes are beginning to be embedded and the Economic Development Group have met twice. Our work is being considered as best practice, for example a case study has been provided to the Centre for Governance & Scrutiny (CfGS) to demonstrate the development of the scrutiny roles specific to Combined Authority. As a result discussions are taking place with CfGS about how the scrutiny developments that have been undertaken could helpfully contribute to the guidance for CA scrutiny being developed by CfGS and other MCAs are now looking at what we have done with O&S as leading practice.

**Concerns/Issues:**

There are no concerns relating to the changes proposed to Governance & Decision making, there is a requirement to focus on the training support for CMT colleagues with regards to ensuring the committees are utilised correctly for decision making.

**RAG Rating:**

The RAG rating of Green reflects the progress & achievability of the project. The mitigations in place ensure we retain our green RAG rating. Training is being rolled out and CMT continue to engage with colleagues to explain/highlight the benefits of the new governance arrangements.

**Governance and Decision Making: Workstream Sponsor Comments:**

Further good progress has been made on this workstream during September and October. The Board decision to approve the risk management and performance management frameworks is a key step forward, as is the decision to move the Single Assurance Framework forward for approval by DLUHC and other Government Departments before the anticipated final approval by CPCA in November.

Additionally, there has been work to review the structure and operations of the Audit & Governance Committee in line with best practice elsewhere, the embedding of the new approach to Overview & Scrutiny has continued and work has been undertaken to define a potential accountability framework which will form part of our ‘Devo 2’ submission.

Overall, I am pleased with progress on this workstream which remains on track to deliver its key outputs by the end of the year.

<b>Governance and Decision Making - Key Milestones/Activities this Period:</b>		<b>Status</b>
<b>1</b>	Develop the Public Affairs relationship with CA Team	This has been moved forwards and the governance arrangements are understood & referred to where necessary.
<b>2</b>	Develop support guides for new governance structure & how local government works	This work continues
<b>3</b>	Roll out training guides	This work continues

**Governance and Decision Making - Key Milestones/Activities Planned for Next Period:**

1	Development of the Single Assurance Framework	
2	Expansion of Shareholder Comm to Investment Committee SAF dependent	
3	Ensure sector specialisms are reflected in BB Membership	
4	Amend the Terms of Reference to reflect the new governance arrangements	
5	Review & agree officer support requirements for O&G	
6	English Devolution Accountability Framework (EDAF) - structure checks	
7	Agree process for monitoring the new structural arrangements	
8	Agree timeline to review new processes and arrangements	
9	Agree process for making changes/amending committee & thematic arrangements	
<b>Governance and Decision Making - Project Risks:</b>		
	<b>Risk Description</b>	<b>Mitigation</b>
1	Unable to secure devolution funding	Resourcing up and working with partners differently. Clear information needed from DLUHC to lift the best value notice.
2	Financial instability of partner Authorities	"Stay aware of the financial health of partner authorities. Working with Section 151 Officers - Nick Bell organised 151 group."
3	Scrutiny role not developing in line with EDAF expectations	Financial planning workshops and training. Monitoring Officers have been contacted regarding workshops with other O&S (Overview & Scrutiny) committees.
<b>Governance and Decision-Making Report Completed By:</b>		<b>Louisa Simpson</b>
<b>Completion Date:</b>		<b>26/10/23</b>

## Procurement

**Project Description:** To redesign the Procurement function in line with the Price Waterhouse Cooper Procurement Review report commissioned by the CA, ensuring that Governance, Operating Model, Capability & Capacity and Compliance are reflected in the redesign. Then carrying out the practical elements of updating the Contracts Register, revising the Procurement Strategy, Policy & Procedures. Finally, ensuring the embedding of the new design through corporate training & support

**Project Outcomes:**

- Redesign the procurement function
- Agree operating model
- Develop operating model in line with recommendations
- Refresh the contracts register
- Revise procurement strategy, policies, and procedures
- Establish a procurement hub
- Implement procurement and contract management training
- Communication Strategy in place to support changes
- Develop procurement KPIs
- Develop M&E framework
- Regular reviews and periodic evaluations

<b>Workstream Sponsor:</b>	Nick Bell
<b>Project Manager/s:</b>	Louisa Simpson
<b>PMO Support:</b>	Heidi Robinson
<b>Agreed Completion Date:</b>	29/03/2024
<b>Forecast Completion Date:</b>	29/03/2024

<b>Reporting Period:</b>	01/09/2023 – 31/10/2023	
<b>Procurement Project Status</b>	<b>This Period:</b>	Green
	<b>Previous Period:</b>	Green

**Procurement – September/October Project Update:**

**Activities:**

- > Recruitment of procurement staff to support new structure – this is completed bar the Contract Manager post – linked to milestone 1 the recruitment of the Contract Manager is being planned. The JD being written and expected to be advertised next month – linked to milestone 7 next period
- > Procurement training for all staff – linked to milestone 3 of last month has training in place for all staff & HR (Human Resources) are looking at how we monitor this and align to staff records. The delay to roll out is due to budget changes required – linked to milestone 4 of this month
- > Complete the development of standard templates for procurement documentation – not completed yet, will be on the HUB, expected completion date 31 November 2023 – linked to milestone 1 this period
- > Complete the development of standard Grant Funding Agreements (GFA) – this is ongoing, CMT to agree final version next week – linked to Milestone 2 this period
- > Complete the development of standard Terms & Conditions for different types of contract activity – this is in draft, awaiting sign off by CMT 30/10 – linked to milestone 3 this period
- > Agree a scheme of "Delegated Procurement Authority" (Delegated Authority) – this is linked to sign off the SAF which is due to go to CA Board on the 29th of November 2023 – linked to milestone 4, the updating of contracts is also linked to this decision point at Board – milestone 5

- > The procurement Hub is being developed and should be in place with all templates by the end of November 2023 – linked to milestone 8 next period
- > The comms strategy to support the roll out of the procurement hub and support documents is being developed due to be completed by December 2023 – linked to milestone 9 next period
- > development of Procurement KPIs, links have been made with the strategy & Policy Team to support the development of KPIs – linked to milestone 10 next period

**Engagement:**

The subgroup meets fortnightly to monitor progress with meetings to move forward actions taking place with key officers in the interim.

The SAF is now with DLUHC for government sign off – this supports the requirement for Procurement involvement in Business Case development.

The Procurement Team recruitment has enabled the team to be embedded in the CA and offer timely support across new projects.

Procurement colleagues have worked with the Policy Team to look at the development of KPIs and is working with the Comms Team to develop a comms plan for the procurement function.

**Issues/Concerns:**

Currently there are no issues or concerns, the delivery of the action plan and outcomes is on target and is happening at the required pace. The timeline remains challenging, but there is support in place from within HR (Human Resources), Finance & Legal to ensure delivery remains on track.

**RAG Rating:**

The RAG rating remains green, and the subgroup are confident of delivery on time. The mitigations in place support the delivery of outcomes and are monitored at each subgroup meeting. Where external support is required to ensure mitigation of risk it is being secured and where potential changes to government policy is being highlighted this is being built into the new documentation the CA is developing.

**Procurement: Workstream Sponsor Comments:**

Further positive progress has been made during September and October, including the appointment and induction of new procurement officers and the drafting of the Contract Procedure Guidelines which, following their noting at Board, has enabled full approval of the Procurement Policy and Strategy and the revised Contract Procedure Regulations.

Training for all staff on basic procurement has been sourced and is scheduled to be delivered through the Autumn, and further training on contract management and more complex procurements has been sourced for those members of staff more directly engaged in procurement and contract management.

Work has now started on reviewing the main contracts used by CPCA and the workstream is in a very good place to have delivered its key outputs by the end of the year.

**Procurement - Key Milestones/Activities this Period:**

**Status**

1	Complete the development of standard templates for procurement documentation	This work has been started and is expected to be completed at the end of November 2023. The documents are being uploaded on to the new Procurement Hub but are not available to staff yet
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2	Complete the development of standard Grant Funding Agreements (GFA)	This work has been started; draft is in place awaiting sign off by CMT at next meeting 30/10
3	Complete the development of Terms & Conditions for different types of contract activity	This work has been started and is expected to be completed at the end of November 2023
4	Procurement training for all staff	Training provider has been sourced, forms required for sign off have been completed and signed off, the budget required must be amended – this is still outstanding

**Procurement - Key Milestones/Activities Planned for Next Period:**

1	Complete the development of standard templates for procurement documentation
2	Complete the development of standard Grant Funding Agreements (GFA)
3	Complete the development of Terms & Conditions for different types of contract activity
4	Agree a scheme of ""Delegated Procurement Authority"" (Delegated Authority)
5	Review HR contracts with delegated authority
6	Improve procurement scrutiny & involvement of Procurement in BC development
7	Recruit Contract Manager
8	Establish a 'Procurement Hub'
9	Comms Strategy in place to support changes
10	Develop procurement KPI's

**Procurement - Project Risks:**

	Risk Description	Mitigation
1	Financial delegations not agreed by Board	Working closely with the Board to ensure there is agreement of the delegated financial options proposed.
2	Fail to demonstrate Best Value in Procurement	The documents being developed are focused on achieving the outcomes required to achieve best value. We have engaged external support to ensure delivery on time. The Policy team are assisting with developing Procurement KPIs using the approved Performance Management Framework.
3	Procurement staff are not retained leading to loss of necessary skills and experience	Provide appropriate induction upon employment commencing. training opportunities to develop skills, provide a scope of work that is interesting to the individual and captures their attention, ensure inexperienced staff are engaged in all staff events to embed positive culture and new values. Finally, ensure staff progression is clear, membership opportunities are in place and a clear training and support plan is in place.
4	Contract & Grant Register not up to date	The Contract Register is complete, and discussions are being held on how far back the dates should go. New Procurement Officers

		will keep on top of this work until the new Contract Manager comes onboard.
5	Procurement and Contract Management training does not improve Officer knowledge	Thorough research to ensure best provider secured to deliver the training. Contacted providers who can tailor the training to our processes and contextualise the learning to promote further embedding. Training to be reviewed regularly and could be incorporated into appraisal process.
<b>Procurement Report Completed By:</b>		<b>Louisa Simpson</b>
<b>Completion Date:</b>		<b>26/10/23</b>

## Project Plans and Delivery

**Project Description:** Development of an inclusive Single Assurance Framework (SAF)

**Project Outcomes:**

- Agreement by the CPCA and partners of a SAF
- Agreement of a Performance Management Framework and reporting Dashboard.
- Adoption of a new corporate risk management framework
- A revised PMO with expanded responsibility for corporate performance

<b>Workstream Sponsor:</b>	Steve Cox
<b>Project Manager/s:</b>	Jodie Townsend
<b>PMO Support:</b>	Thomas Farmer
<b>Agreed Completion Date:</b>	
<b>Forecast Completion Date:</b>	

<b>Reporting Period:</b>	01/09/2023 – 31/10/2023	
<b>Project Plans and Delivery Project Status</b>	<b>This Period:</b>	Green
	<b>Previous Period:</b>	Green

**Project Plans and Delivery – September/ October Project Update:**

**Key Activity**

The focus for all the three frameworks required by the workstream was the build-up to consideration of the Draft framework documents by Board on 20<sup>th</sup> September. To support this process key engagement was undertaken which is detailed below in the engagement update as well as progress being reviewed through the Project Plans & Delivery workstream meeting.

The Draft SAF and Risk management Framework were presented to the Audit & Governance Committee on 8<sup>th</sup> September for review with a specific ask to review its content from an assurance, Value for Money, and process perspective. The Committee unanimously supported both draft frameworks. It also approved the developing terms of reference for the new Investment Committee and supporting Investment Panel, both of which are key governance components of the SAF.

The Overview & Scrutiny Committee undertook a deep dive into the Project Plans & Delivery workstream on 18<sup>th</sup> September and had no additions or concerns to add regarding the SAF or the Risk Management Framework for Board to take note of. The Performance Management Framework was then given more attention by the Overview & Scrutiny Committee who provided full support to its content.

The SAF was presented to Board on 20<sup>th</sup> September for review with an ask of approval of the framework that would allow submission to DLUHC for the required Government review and clearance. Board unanimously supported the draft SAF for submission to DLUHC and the document was submitted later that day. It is anticipated the clearance process with DLUHC will take between 4 to 6 weeks.

The Risk Management Framework was also presented to Board and was unanimously approved.



The Performance Management Framework was also presented to Board along with key performance information and the Corporate Performance Dashboard. It was fully supported by the Board.

The October focus has been on ensuring the appropriate next steps are in delivery for each of the frameworks. For the SAF this has been 2-fold, firstly on achieving Government clearance and secondly on developing the implementation plan.

The SAF is now in the process of review by teams within DLUHC, DfE and DfT (Department for Transport) before being submitted to relevant Department Directors for sign-off. We understand that this process is progressing well with DLUHC and DfE teams having reviewed the SAF and having no substantial comments, we now await the next engagement point from DLUHC.

A workshop was held on 11<sup>th</sup> October between the PMO and the external consultant who developed the SAF to review progress post September Board, agree content requirements for the November Board report on implementation, discuss PMO future resourcing and upskilling to deliver SAF and discuss different approaches to implementation such as various phased approaches to a single one-off implementation.

The workshop supported a phased approach to implementation which will now be developed in detail throughout October and November.

The implementation of Risk Software (4Risk) has commenced with initial training completed with the PMO, training for Combined Authority Programme and Project Managers is scheduled for November.

With the approval of the SAF at Board and feedback from DLUHC the project team are confident that the challenges that might have prevented the SAF being approved have been addressed and are therefore confident of a new RAG rating of Green, meaning that the project's delivery to timetable and budget is highly likely.

## **Engagement**

### Single Assurance Framework

In support of the build-up to the Board meeting the membership of both the Partner Working Group and the Internal Working Group were provided with an electronic briefing, FAQs, and an invitation to receive a 1-2-1 briefing on the SAF. The Partner Working Group membership were reminded of their role of briefing and engaging officers and Members within their own authorities on the SAF, Huntingdonshire Council took up the invitation offer. An offer of a 1-2-1 briefing for Leaders and Chief Executives- if councils so required- had also been made on the 30<sup>th</sup> of August meeting of the Leaders Strategy Meeting.

A briefing meeting took place with the Chair of the Business board on 6<sup>th</sup> September and with the mayor on the 11<sup>th</sup> of September on the SAF's development to date and the Board report.

Engagement with the DLUHC Local Growth and Assurance Team has taken place throughout October to cover the clearance process for the SAF, to date no detailed meetings have been required to cover any elements of concern as none have been raised.

An implementation lessons learnt meeting took place with West Midlands Combined Authority on 13<sup>th</sup> October to share learning from their experience in rolling out a SAF.

On October 19<sup>th</sup> a meeting took place between PMO, the external consultant leading on SAF and the Huntingdon Council PMO to take Huntingdon officers through the SAF and how it will operate.

### Performance Management Framework

Following feedback received at Leaders' Strategy Meeting and Overview and Scrutiny Committee Informal Session on 30 August, an email briefing was provided to Cllr Boden on 1 September. Briefing meetings took place with the mayor on 30 August and with the Lead Member for Governance, Cllr Murphy on 14 September.

### Risk Management Framework

In support of the build-up to the Board meeting the membership of both the Partner Working Group and the Internal Working Group were provided with briefings on the 21<sup>st</sup> and 23<sup>rd</sup> August.

Leaders and Chief Executives were updated on the 30th of August meeting of the Leaders Strategy Meeting.

Risk software engagement was undertaken with nominated officers from South Cambridgeshire District Council and Cambridge City Council on the 19th of Sept.

### **Key Issues:**

1. There are no identified key issues at present.

### **RAG Rating Rationale**

The rating of Green is a progression from the previous Green/ Amber rating on previous Highlight Reports as the previous barrier to a green rating was the lack of clarity from DLUHC regarding the process and timetable for consideration and clearance of the Single Assurance Framework. This issue has been resolved, with a timetable agreed with DLUHC for clearance of the Single Assurance Framework that aligns with our intention for final Board approval in November

The approval by Board of all 3 Frameworks is a significant achievement and has been achieved on time. 3 of the 4 desired workstream outcomes have therefore been achieved, although it should be noted that the implementation of the SAF requires significant work that is still to be both scoped and undertaken.

### **Project Plans and Delivery: Workstream Sponsor Comments:**

September and October have been significant months for this workstream with all 3 frameworks being positively considered by Audit & Governance Committee and Overview & Scrutiny and then subsequently all being approved by the Board.

The success will provide further governance foundations identified as being required through the Governance Review and should provide the External Auditor and Government that the Combined Authority has developed and delivered robust processes and approaches.

The plans to develop appropriate implementation plans for all 3 frameworks are in operation with some key elements already rolled out such as PMF performance information to support the Overview & Scrutiny function.

<b>Project Plans and Delivery - Key Milestones/Activities this Period:</b>		<b>Status</b>
<b>1</b>	Complete ToR for Investment Committee	Draft ToR complete, issues that need to be resolved such as membership cross over with previous Shareholder Committee role to be discussed with Monitoring Officer. Intention to take proposed ToR to CMT in early November
<b>2</b>	Complete ToR for Investment Panel	Draft ToR complete, intention to take proposed ToR to CMT in early November

3	Complete Investment Committee & Panel guidance	Work has begun on guidance development however decision to propose phased implementation of SAF means guidance not now likely to be timetabled for completion until early 2024.
4	Develop specification for SAF webpages	Conversations with appropriate officers have taken place, awaiting completion of specification document by Project Manager in early November.
5	Complete PMO resourcing proposal in support of the SAF	Will be key element within the November report to Board
6	4Risk software implementation plan to be completed to support the Risk Framework	4Risk software implementation has commenced. PMO staff training has begun. Training for wider CPCA officers is to follow in November.
7	Develop SAF Implementation Plan	Workshop to discuss implementation plan took place in October, Project Manager drafting detailed proposal based on phased implementation for Project team review by early November

**Project Plans and Delivery - Key Milestones/Activities Planned for Next Period (November):**

1	Complete Implementation Plan for SAF
2	Identify PMO resourcing requirements to recommend alongside SAF implementation
3	Take report to Board (29 November) confirming SAF approval post DLUHC review process and agree implementation approach, dates and any required resourcing
4	4Risk implementation to be completed in October. Further training to be completed by November.

**Project Plans and Delivery - Project Risks:**

	Risk Description	Mitigation
1	SAF does not receive Government clearance in time for final approval of SAF at November Board meeting	Engagement has taken place with DLUHC lead to agree timetable for clearance process, this will include regular check-in meetings. Early indications are that DLUHC & DfE are happy with document, awaiting feedback from DfT Regular check-ins will take place to ensure timetable is delivered
2	An agreed SAF Implementation Plan is not developed in time for November Board meeting	Away day planned for project team to scope out full content of implementation plan and assign key tasks has now taken place. Project manager has met with West Midlands CA to discuss their SAF implementation to learn lessons.  Forward Plan includes report for Board on 29 November for consideration on implementation.
3	Constitutional amendments required by SAF (including Investment Committee) are not endorsed by Board	Board membership engaged informally as part of SAF development process to ensure positive steer/ support for required constitutional amendments when placed before Board.
4	PMO strengthened Mandate – Funding not available	SAF has been developed to be applicable with or without additional PMO resources, however additional resource is required to meet objectives of full SAF delivery, meet Constituent Council asks and develop the PMO centre of excellence approach requested by Board in Improvement Plan.

		Discussions have taken place with Finance to ensure required resource is understood and a further meeting will be arranged to discuss detailed proposals for inclusion in the SAF implementation paper to Board in November.
5	CPCA staff upskilling and implementation of SAF is not sufficient	Lunch and Learn session already held and staff video released. Further plans to engage and train staff to be set out in Implementation Plan.
6	IT systems not provided to deliver PMF (Performance Management Framework) and SAF	Specification being developed as part of Project Plan requirements, initial discussions regarding procurement have already taken place with Finance.
7	CPCA unable to recruit required Analyst resource	Additional Analyst capacity is required to support full implementation of the Performance Management Framework. Budget and establishment are in place, but the recruitment market for analysts is highly competitive. A shared services model with Cambridgeshire County Council is being explored as an alternative resource.
<b>Project Plans and Delivery Report Completed By:</b>		<b>Jodie Townsend</b>
<b>Completion Date:</b>		<b>26/10/23</b>

## Partnership Working

**Project Description:** To enhance partnership working within the combined authority, enabling it to act as a bridge between the local area and government. This involves establishing a unified voice and offer through co-ordinated representation, policy alignment, and effective advocacy. The workstream aims to foster strategic partnerships, streamline communication channels, and influence policy development. Additionally, it seeks to secure funding and resources, facilitate joint problem-solving, and empower local governance.

**Project Outcomes:**

The Combined Authority should be the bridge between the local area, government and all local regional and national partners and stakeholders, providing a single unified voice and offer for the combined authority area.

<b>Workstream Sponsor:</b>	Richard Kenny
<b>Project Manager/s:</b>	Peter Tonks
<b>PMO Support:</b>	Heidi Robinson
<b>Agreed Completion Date:</b>	31/03/2023
<b>Forecast Completion Date:</b>	31/03/2023

<b>Reporting Period:</b>		01/09/2023 – 31/10/2023	
<b>Partnership Working Project Status</b>	<b>This Period:</b>	Green	
	<b>Previous Period:</b>	Green	Amber

**Partnership Working – September/October Project Update:**

The Combined Authority have been working with many partners over the last 12 months including, but by no means limited to, the East of England Local Government Association, the M10 Mayoral Group, the Cambridge 2040 CEX group, the OxCam Partnership, England’s Economic Heartland, Innovate Cambridge, Cambridge Ahead, the Future Fens Adaptation Taskforce and the Joint Cambridgeshire and Peterborough Health and Wellbeing Board / Integrated Care Partnership and constituent local authorities.

Case studies are currently being collated to demonstrate our approach, the impact made and characterised by:

- Providing effective leadership of place through constructive relationships with external stakeholders.
- An organisational culture (and crucially behaviours) that recognises the value of working with local partners to achieve more efficient and effective policy development, local economic growth and investment, better services, and customer-focused outcomes.
- Early and meaningful engagement and effective collaboration with partners to identify and understand local needs, and in decisions that affect the planning and delivery of services.
- Evidence of joint planning, funding, investment and use of resources to demonstrate effective service delivery, but transparent and subject to rigorous oversight.
- Involving partners in developing indicators and targets, and monitoring, managing and challenging performance.
- Driving inclusive growth, social and environmental value through our project development and delivery.
- Continuous learning and improvement

It is proposed that the evidence collated will presented to the Independent Improvement Board

in November with recommendations for the next steps for the workstream.

**Engagement**

Staff across each of the Directorates are working together to gather and draft information for the case studies and these are/will be supplemented with information from our partners.

**Issues**

No risks that have crystallised as issues were identified in this month.

**RAG Rationale**

The RAG Rating for this workstream is Green/Amber. It is clear from partner feedback that significant progress has been made and partners believe that the CA commitment to partnership working is good. Without losing focus upon continuous improvement, the project team believe that the scope for the workstream is now clearly defined, and the key project task to gather evidence is on track to be delivered on time.

**Partnership Working: Workstream Sponsor Comments:**

There is confidence that the work being undertaken to evidence our commitment to partnerships will demonstrate that CPCA recognises the value of working with public and private partners to achieve more efficient and effective policy development, economic growth and investment, better services, and customer-focused outcomes. Effective partnerships are key to the development and delivery of current and future ambitions.

<b>Partnership Working - Key Milestones/Activities this Period:</b>		<b>Status</b>
1	Scope and Approach agreed with CMT and Project Team	Complete
	Identification of key projects (to use as case studies)	Complete
2	Evidence gathering template developed and issued	Complete
3	Commence creation of case studies	Commenced

**Partnership Working - Key Milestones/Activities Planned for Next Period:**

1	Review and finalisation of case studies
2	Draft lessons learned/future actions and considerations
3	Report completed and presented to IIB

**Partnership Working - Project Risks:**

	<b>Risk Description</b>	<b>Mitigation</b>
1	There is a risk that the case studies do not sufficiently evidence good partnership working, particularly from an external viewpoint.	Ensure case studies clearly demonstrate the characteristics outlined above.
2	There is a risk that the case studies are not accepted as a sufficient means of evidencing improvement.	The report should clearly outline lessons learned and how these will be taken forward to inform future effective and consistent partnership working.

3	Once the Improvement Plan is complete there is a risk that as focus is removed from partnership working, the partnerships will become ineffective.	Ensure the importance of Partnership Working is embedded in the Single Assurance Framework.
<b>Partnership Working Completed By:</b>		<b>Peter Tonks</b>
<b>Completion Date:</b>		<b>20/10/2023</b>

## Confidence, Culture and Capacity

**Project Description:** To establish a clear direction for the Combined Authority, foster a positive work culture based on shared values and behaviours, develop effective leadership at all levels and be recognised as a good employer. By focusing on these areas, the project seeks to establish a solid foundation for the Combined Authority to effectively deliver its goals and serve the region within a positive working environment.

Project Outcomes:

Ambition and Priorities:

- We are clear in our ambition and priorities for the combined authority region
- We have a well-established framework to work in partnership with key stakeholders to deliver this ambition

Values and Behaviours:

- Values and behaviours are embedded and owned by everyone (both officers and members) through day-to-day activities
- Values and behaviours are recognised as central to all CPCA practice and processes and there is collective ownership and responsibility for culture- living the values through day to day working activity
- Alignment to the values is recognised and celebrated, whilst non-aligned of 'behaviours' are addressed
- Peer reviews and feedback from partners identify CPCA is 'living its values

Leadership:

- Leadership at all levels of CPCA is seen as high quality, effective and in line with the agreed values and behaviours

Recruitment, Retention, Reward and Resources

- Balanced scorecard in place that reflects job satisfaction, employee turnover, absence etc.
- Workforce strategy agreed (up to 2025) that identifies key resourcing requirements and how they will be delivered.
- CPCA is viewed as a 'good' employer tested through staff surveys, exit interviews and external review

<b>Workstream Sponsor:</b>	Kate McFarlane	
<b>Project Manager/s:</b>	Peter Tonks	
<b>PMO Support:</b>	Heidi Robinson	
<b>Agreed Completion Date:</b>	31/09/2023	
<b>Forecast Completion Date:</b>	31/09/2023	
<b>Reporting Period:</b>	01/09/2023 – 31/10/2023	
<b>Confidence, Culture and Capacity Project Status</b>	<b>This Period:</b>	Green
	<b>Previous Period:</b>	Green

**Confidence, Culture and Capacity – September/October Project Update:**

**Key Activities undertaken this period include:**

Ambition and priorities

- Initial analysis and requirements for State of the Region, Vision and Infrastructure work elements of the workstream have been completed with constituent councils and partners through a



working group which is supported by a technical data group and an engagement group. These pieces of work are now at the procurements stage with submitted tenders currently being considered. These pieces of work will guide our strategic decisions, ensuring alignment with the evolving needs of our region.

- Q1 Corporate Performance Report was presented to CA Board where it was accepted and very well received. Work on Q2 reporting has commenced and on course to go to the November Board as scheduled. This work will enhance transparency, accountability, and informed decision-making, resulting in better public service delivery.

#### Leadership

- The first development session for members has taken place with a focus on 'Effective Committee Membership'. This is the first of four topics to be covered over the coming months and the sessions are designed to empower our leaders, ensuring they have the skills and knowledge to drive the Combined Authority's mission forward. This first session was very well attended with some good feedback received from participants who stated they would recommend future planned sessions to their fellow councillors.
- CEXs first 100 days communications have continued to be developed including the creation of a video which has been launched internally. These activities are intended to set the tone for exemplary leadership, inspire a culture of excellence and attract confidence from stakeholders.

#### Values and behaviours

- The fourth staff conference took place in October and was very well attended with staff participating in workshops focussing on 'celebrating success', understanding 'where we are now' and 'moving forward'. Feedback from these workshops and the conference overall will be used to measure performance against workforce related improvement initiatives and to inform planning for future conferences which are integral to providing a voice to our team members and stakeholders, resulting in a more responsive, inclusive, and adaptive organisation.
- Happenings (internal staff newsletter) continues to be produced and disseminated weekly. Each week this contains informative video updates around the Improvement Programme and other important news and articles to promote staff well-being and to keep staff abreast of latest regional and CPCA specific developments. There was a focus on the CCC workstream in September.
- The external review of communications, engagement and public affairs has been completed and a plan, which draws upon the recommendations of the review has been finalised and is in the early stages of implementation. The review has engaged a broad range of stakeholders and staff from across the CPCA through 1:1 interviews a focus group and workshop. The review and subsequent plan seek to strengthen our relationships with both our employees and the communities we serve, fostering trust and alignment with our values.
- The first of five planned Board Activity sessions on the 2023/2025 Corporate Strategy refresh and 2024/2025 MTFP (Medium Term Financial Plan) has taken place which was well attended and received by participants. These sessions aim to encourage participation in strategic development, promote ways of working collaboratively, share best practice from other authorities, and to embed our values and behaviours.

#### Recruitment, retention, reward, and resourcing

- New Recruitment and Selection procedures for the Combined Authority have been drafted together with supporting documentation and are in use. Training on the new procedures set to be delivered to staff during November and December. The new procedures aim to ensure an

efficient, fair, and merit-based approach to hiring, while revising appraisal processes to empower staff to excel in their roles.

- The HR policies approved in August have now been launched. The policies have been heavily promoted via various channels including videos, drop-in clinics, lunch time sessions and a new HR Information Hub. The new policies have been well received and appreciated by staff and will be instrumental in promoting health and well-being to create a supportive and thriving work environment.
- A second Corporate Staff Induction session has taken place. These are new group-based induction sessions for new staff. Frequency will depend upon the number of staff onboarded to CPCA. The sessions are structured to give new staff an overview of the workings of the CPCA (Governance, Decision Making, Policies and Procedures etc.) and to introduce the values and behaviours which are re-enforced via the CEX/CMT who are also in attendance, demonstrating that the CPCA and its staff 'live the values'.
- A permanent Assistant HR Director has been appointed and has commenced work at the Combined Authority.
- Following on from the appraisals that were introduced in March 2023. Mid-year reviews have commenced. These are an opportunity for staff to discuss progress against objectives and training with managers. The appraisal and review process has been rebranded as 'LEAP' which stands for 'Learning, Excellence, Achievement and Performance' and the associated templates and documentation refer to our values and behaviours.

### **Engagement**

The above activity demonstrates a range of engagements have taken place with staff, members and external organisations across the Combined Authority and Region.

These include; Comprehensive staff engagement via the Staff Conference in October; The promotion of new HR policies and procedures through lunchtime drop-in sessions and virtual and physical 'Ask HR sessions'; and the continuation of wider communications through 'all-staff' meetings and briefings accompanied by vlogs and videos from senior officers to embed new ways of working.

At member level, engagement on matters coming before Board continues, and CA Board activities and Member Development Sessions have also commenced this month.

More externally, engagement with constituent councils and partners has commenced/continues in support of the State of the Region and Future Vision through a working group, technical group and engagement group.

### **Key Issues**

No risks that have crystallised as issues were identified in this month.

### **RAG Rationale**

The workstream is on track to achieve key deliverables on time and budget, therefore the RAG Rating for this period is Green.

### **Confidence, Culture and Capacity: Workstream Sponsor Comments:**

Work on this improvement theme, remains on track and continues at pace. Several significant milestones have been achieved during September and October which includes the introduction of corporate performance reporting, gained agreement on the process for the refresh of the 2023-2025 Corporate Strategy and Plan and conclusion of State of the Region and Vision scoping to inform procurement specifications and the formation of a State of the Region Technical Group and Vision engagement group. Updates have also been provided to the Business Board.

<p>The external communications review has concluded and focus now turns to cascading those findings, recommendations and implementing key actions. Implementing those actions requires a clear internal focus, but also working differently and collaboratively with a broad range of partners on agreed communication, engagement &amp; lobbying priorities.</p> <p>The Staff Conference was incredibly well attended, with positive initial feedback received. Fuller feedback will be analysed by CMT and used to inform future actions to embed our culture and values.</p>		
<b>Confidence, Culture and Capacity - Key Milestones/Activities this Period:</b>		<b>Status</b>
1	Communications review findings, recommendations, and month one activities to be delivered, which includes dissemination across the CA and external partners to underpin new ways of working.	Complete
2	Staff conference to take place	Complete
3	State of the Region and Vision procurement activities to continue	Complete
4	CA Board Activity sessions planned/commenced	Complete
5	Member Development Sessions planned/commenced	Complete
6	New HR Recruitment and Selection procedures to be implemented	Complete
7	New HR Appraisal, 1:1, Review Procedures Implemented (LEAP (Learning, Excellence, Achievement & Performance))	Complete
8	CEXs first 100 days internal communications released	Complete
<b>Confidence, Culture and Capacity - Key Milestones/Activities Planned for Next Period:</b>		
1	State of the Region and Future Vision Tender Award to successful vendor(s)	
2	Q2 Performance Report to CA Board	
3	Executive Director Seminars to continue	
4	Second Member Development Session (Budget Scrutiny)	
5	Communications plan development/continued implementation	
6	Recruitment and Selection Training	
7	Review Staff Conference Feedback/Commence Planning for February Conference	
8	Commence enrolment onto Leadership Development Courses in collaboration with Cambridgeshire County Council	
<b>Confidence, Culture and Capacity - Project Risks:</b>		
	<b>Risk Description</b>	<b>Mitigation</b>
1	The workstream encompasses many facets of the organisation and is intertwined with BAU (Business as Usual) activities. This means there is a risk of scope creep which could shift focus to tasks and activities that are not a priority and do not directly impact upon	Clearly define what is in and out of scope. Do not add tasks or actions to the project plan without a whole project team review. CMT have agreed to review items classed as BAU to ensure focus is maintained within the IP timetable

	tangible outcomes for the Improvement Plan. There could also be an impact upon capacity whereby project staff/other CPCA project resources are not utilised as intended.	
2	Members can be perceived as the 'face' of the CA given their public profiles/roles. If they are unwilling or unable to engage properly in developmental activities, they may not demonstrate that change has happened/been effective (even if change has been a success for officers and staff).	Continue to plan and support Board Activities/Member Development. Seek formal feedback. Encourage and track attendance at staff and member development sessions.
3	The Confidence, Capacity and Culture Workstream relies on acceptance of change across staff and members. Whilst, training sessions, process, workshops, and internal communications will drive and encourage this, the change must be accepted. Some staff and members may not accept the changes. Depending upon several factors (i.e., which staff or members do not accept, how their rejection of change is voiced/heard, how many staff/members do not accept change) the effect can be significant and can undermine the outcomes for the workstream.	Continue to outline the benefits of the changes via staff forums, conferences etc.
<b>Confidence, Culture and Capacity Completed By:</b>		
		<b>Peter Tonks</b>
<b>Completion Date:</b>		<b>20/10/2023</b>

The Independent Improvement Board have requested implementation of 'Rag Rating' to report progress against identified areas of activity. It is proposed that this will be used from now on for Improvement reports to all Boards and Committees to ensure a consistent approach. We have used our learning from the first phase of improvement and sought best practice to inform our future approach.

Set out below is the methodology adopted.

Green	Successful delivery of the improvement theme to time, cost and quality appears to be highly likely.
Green / Amber	Successful delivery of the improvement theme within timescale appears probable. However, constant attention will be needed to ensure risks do not materialise into issues threatening delivery.
Amber	Successful delivery of the improvement theme appears feasible, but issues exist requiring attention. These appear resolvable at this stage, and if addressed properly, should not represent a schedule overrun.
Amber / Red	Successful delivery of the improvement theme is in doubt with major risks or issues apparent some key areas. Action is underway to ensure these are addressed and establish whether resolution is feasible.
Red	Successful delivery of the improvement theme within the agreed timescale and/or budget is unachievable as issues have been identified which officers conclude are at present not manageable or resolvable. The theme will therefore need re-profiling.

## APPENDIX 2: Confidence, Culture and Capacity Deep Dive

The key outcomes for this workstream are to;

1. establish a strong direction for the Combined Authority via clearly defined **ambitions and priorities**
2. foster a positive work culture for staff and members based on shared **values and behaviour**
3. develop high-quality and effective **leadership** at all levels
4. ensure there are coherent plans in place which identify workforce requirements and how they will be delivered, through the establishment of robust **recruitment, retention, reward and resourcing** policies

### 1. Ambitions and Priorities

#### Description:

This area of work seeks to clearly define and achieve the ambitions and priorities of the Combined Authority, providing a roadmap for effective governance and operations. Establishing a shared sense of direction, allows the Combined Authority to foster alignment among stakeholders, efficiently allocate resources and undertake informed decision-making. Clear ambitions and priorities not only motivate and engage the workforce but also enhance accountability and communication, thereby ensuring the Combined Authority can effectively serve the region.

#### Key activities and objectives:

- Develop and agree upon Directorate Business Plans and align them with individual objectives through staff appraisals to enhance organisational focus and effectiveness.
- Commence corporate reporting to the Combined Authority Board to enhance transparency, accountability, and informed decision-making, resulting in better public service delivery.
- Analyse and review future infrastructure requirements to equip us with the tools to address the changing demands of our community.
- Undertake a comprehensive State of the Region Review and develop a future Vision to guide our strategic decisions, ensuring alignment with the evolving needs of our region.

#### Progress and Outcomes

- Directorate Business Plans adopted in April 2023 have been cascaded effectively into actions and objectives for staff in appraisals. Individual staff progress against appraisals at all levels (from CMT downwards) has been completed via newly introduced mid-year reviews which have taken place throughout October. Training for managers and staff has been put in place to support the roll out of appraisals and mid-year reviews.
- A refresh of the transitional 2023-2025 Corporate Strategy is underway alongside the development of the 2024/2025 MTFP. A six-month review of delivery of 2023/2024 Directorate Business Plans has now been completed. The timetable for development of 2024/25 Directorate Business Plans has been agreed at CMT and aligns with the refresh of the Corporate Strategy and individual objective setting for 2024/2025.
- Corporate Performance Reporting commenced in September with the approval of the Corporate Performance Management Framework and first report quarterly presented. This was very well received by CA Board, with positive comments from a number of Board members.

- July 23 Board approved funding for State of the Region Review and development of a future Vision. Initial analysis and requirements for State of the Region, Vision and Infrastructure work elements have been completed with constituent councils and partners through a working group which is supported by a technical data group and an engagement group. These pieces of work are now at the procurement stage with tenders currently being considered. As these elements are in the early stages of development and will form a larger body of work laying the foundations for the long-term future vision and priorities for the CPCA, OSC are invited to re-visit these important pieces of work in Spring 2024, when much more progress will have been made.

## **2. Leadership**

### Description:

This area of work seeks to establish and nurture excellent leadership qualities at all levels of the Combined Authority to empower the workforce and equip them with the skills, knowledge and confidence needed to drive the organisation's ambitions and priorities forward, thereby contributing to its overall effectiveness and long-term sustainability. Having effective leaders across all levels, will inspire and motivate teams and can also help position the authority as a trusted and competent entity, attracting confidence from stakeholders and facilitating collaboration.

### Key activities and objectives:

- Introduce structured staff training opportunities and member development sessions to empower our workforce and leaders, ensuring they have the skills and knowledge to drive the Combined Authority's mission forward.
- Executive Directors to conduct seminars on work they are leading on, providing inspiration, and exemplifying good leadership by fostering clear communication, transparency, employee engagement, and knowledge sharing.
- Implement the Chief Executive's first one hundred Days promotional activities to set the tone for exemplary leadership, inspire a culture of excellence and attract confidence from stakeholders.

### Progress and Outcomes

- A comprehensive Learning and Development Programme has been developed in partnership with Cambridgeshire County Council and courses are now available for staff to enrol. Whilst some courses have a direct correlation to the development of leadership skills such as 'Essential Skills for Line Managers' and 'Leadership Essentials' many seek to develop 'softer' staff skills such as assertiveness and resilience. All courses will serve to empower staff and contribute towards personal growth.
- In order to support upcoming recruitment efforts and attract top-tier talent to the Combined Authority, various promotional initiatives have been implemented concerning the Chief Executive's initial one hundred days. Among these efforts is a video showcasing the Chief Executive's daily responsibilities, which has garnered a positive response from the staff.
- Two out of five planned Executive Director Seminars have taken place where directors have given an overview of the work being undertaken across their Directorate and how they are leading on this.
- One out of five planned Member Development Sessions has taken place and these cover topics such as Effective Committee Membership, Charing Meetings, and Budget

Scrutiny. Feedback is sought following the sessions to be incorporated into improving session content and to inform requirements for future sessions.

### 3. Values and Behaviours

#### Description:

This area of the workstream aims to create a harmonious work environment built on common values and behaviours to boost morale and to enhance cooperation, communication, and mutual respect. The Combined Authority recognises that having a positive working environment, whether physical or remote, encourages a sense of belonging and shared purpose, which in turn leads to higher motivation, increased productivity, and improved overall job satisfaction. Moreover, a culture of confidence based on shared values and behaviours is instrumental in promoting effective decision-making, building trust, and reinforcing the Combined Authority's reputation, thereby contributing to its ability to fulfil its ambitions and priorities and serve the region more effectively.

Recognising the significance of this aspect of the workstream, the Combined Authority aimed to establish a shared set of values and behaviours that would guide the actions of both staff and members. The emphasis was on ensuring that these values would be cultivated by staff, rather than being dictated by corporate management. To achieve this, a series of staff conferences, workshops, and surveys were conducted during the winter of 2022 and spring of 2023. The well-attended conferences and the insights gathered from the surveys played a pivotal role in shaping the 'CIVIL' values and behaviours that are now in place (further detail is provided below).

#### Key activities and objectives:

- Ensure additional/ongoing engagement with staff through conferences and surveys to provide a voice to our team members and stakeholders, resulting in a more responsive, inclusive, and adaptive organisation.
- Include reference to, and check understanding of our values and behaviours throughout the HR lifecycle from job advertisement, through recruitment, onboarding, staff appraisals and reviews to ensure that the values and behaviours are embedded across all levels of the Combined Authority.
- Undertake CA Board Activities to encourage participation in strategic development, promote ways of working collaboratively, share best practice from other authorities and to embed our values and behaviours.
- Conduct an internal and external communications review and implement recommendations to strengthen our relationships with both our employees and the communities we serve, fostering trust and alignment with our values.

#### Progress and Outcomes

- Four Staff conferences have now taken place (December 2022, February, June, and October 2023) together with three Staff Surveys (September 2022, January, and June 2023). Fuller details on staff survey trends can be found in Appendix 2a, Staff Survey and Workforce Trends.
- Staff conferences have been crucial in driving and supporting the development of our desired and expected values and behaviours, and subsequently have enabled the reinforcement of them. These 'CIVIL' values and behaviours (**C**ollaboration; **I**ntegrity; **V**ision; **I**nnovation; **L**eadership) have been developed, agreed, and are now well



established across the Executive and Non-Executive arms of the organisation. Further detail is as follows:



As well as providing a channel for the values and behaviours to be promoted and maintained, the staff conferences and surveys serve as an excellent vehicle for the Combined Authority to effectively 'listen' to staff and to react and generate policies and other support mechanisms appropriately. The Combined Authority actively demonstrated that it is listening and acting upon suggestions and feedback from the most recent staff survey by developing and sharing a 'You said, We listened' video.

- Conferences are well-liked by staff, and the surveys are also a useful tool to gather feedback and to measure performance against improvement initiatives. For example, in September 2022, feedback stated that there was a *"lack of vision and no strategic priority setting"*, but by June 2023 the feedback said, *"I'm impressed how far the organisation has moved forward in the last year, I think we're starting to have good conversations on values and strategic direction"*. When staff were asked to what extent they agreed that a clear strategic direction had been communicated across the Combined Authority, in September 2022 the average score was 3/5, by June 2023 this score had increased to almost 4/5. Furthermore, in September 2022 the feedback said, *"I think there has been a lot of discussion about vision, but the Authority has a long way to go to put this into practice"* but by June 2023, the feedback said, *"there seems to a clearer vision coming through"*.
- A thorough review of the HR lifecycle has taken place, and the values and behaviours are now firmly embedded within relevant HR processes. References, cues, and checks relating to the CIVIL values are embedded in recruitment, interwoven throughout a range of HR policies, feature within mid-year reviews, and in posters on display around the Combined Authority offices.
- The communications review has been undertaken by an independent organisation and a plan, which draws upon the recommendations of the review has been finalised and is in the early stages of implementation. The review has engaged a broad range of stakeholders and staff from across the CPCA through 1:1 interviews, a focus group and workshop.
- One out of five planned Board Activity sessions on the 2023-2025 Corporate Strategy refresh and 2024/2025 MTFP has taken place which was well attended and received by

participants. The remaining sessions are scheduled to take place throughout the end of 2023 into Spring 2024 with a focus on Future Devolution Opportunities, Development of a Shared Vision, Cambridgeshire and Peterborough as a Place, and Ways of Working.

#### **4. Recruitment, Retention, Reward, and Resources:**

##### Description:

This area of work seeks to ensure that there are coherent plans in place to identify workforce requirements and how they will be delivered, alongside the establishment of robust recruitment, retention, reward, and resourcing policies. This is crucial for the Combined Authority's effective management of human resources, and it supports the organisation's strategic objectives. By aligning workforce needs with clear plans and comprehensive policies, the Combined Authority can respond proactively to emerging challenges and opportunities, maintain workforce stability, attract, and retain top talent, and ensure equitable and transparent practices for recruitment and reward. These efforts contribute to workforce satisfaction, enhance productivity, and reinforce the Combined Authority's capacity to meet its regional goals while fostering a supportive, efficient, and responsive work environment.

##### Key activities and objectives:

- Establish effective capacity to support Mayoral priorities, enabling us to focus on key initiatives driving the region's progress.
- Recruit permanent staff into interim posts to stabilise our workforce and promote continuity.
- Redraft recruitment and selection procedures and documentation to ensure an efficient, fair, and merit-based approach to hiring, while revising appraisal processes to empower staff to excel in their roles.
- Introduce HR policies promoting health and well-being to create a supportive and thriving work environment, contributing to employee satisfaction, productivity, and overall well-being.

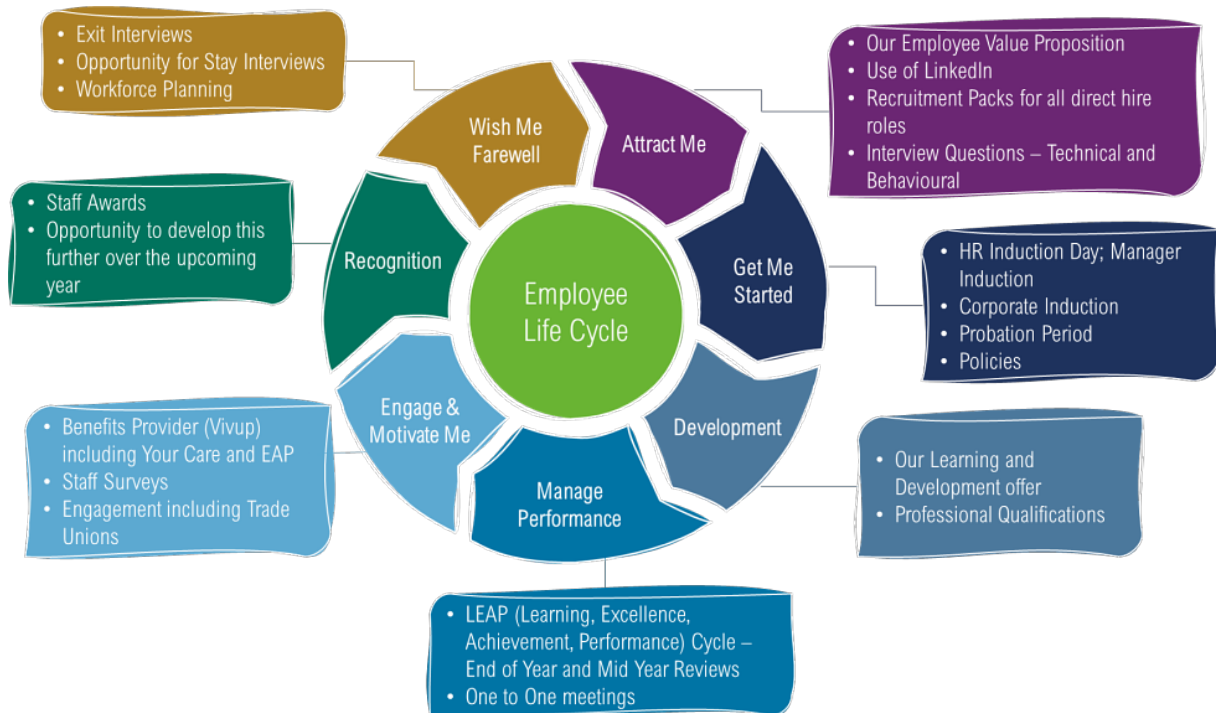
##### Progress and Outcomes

- A post of Senior Adviser to the Mayor has been created and appointed to. They will serve as a bridge between the mayor's vision and the practical implementation of mayoral priorities. The Senior Advisor will help the Combined Authority to focus on key initiatives by offering strategic guidance and by facilitating collaboration and effective communication.
- Work is still progressing to recruit permanent staff and some of the promotional activity mentioned earlier is supporting this. Specifically, there is now a more stable and resilient Corporate Management Team in place led by a permanent Chief Executive. Fuller details on workforce trends as requested by the committee can be found in Appendix 2a, Staff Survey and Workforce Trends.
- New Recruitment and Selection procedures for the Combined Authority have been drafted together with supporting documentation. These are currently in a cycle of review and amendment with training on the new procedures set to be delivered to staff during November and December.
- Several new and revised HR policies have been approved and launched. These cover both operational aspects of work and staff well-being and include (but not exclusively):
  - Equality, Diversity, and Inclusion Policy
  - Menopause at Work
  - Pregnancy Loss Policy

- CPCA Professional Development Policy
- Family Leave (including Neonatal Leave)

The policies have been heavily promoted via various channels including videos, drop-in clinics, lunch time sessions and a new HR Info Hub. The new policies have been well received and appreciated by staff.

At the most recent staff conference in October, staff were reminded of the various policies and initiatives that now exist to support them throughout their employment journey at CPCA. These are helpfully summarised in a CPCA HR Lifecycle diagram:



The activities outlined in this paper are not exhaustive. It is important to consider that whilst the Confidence, Culture and Capacity Workstream is a distinctive element of the overall Improvement Programme with its own Project Sponsor, Manager and Plan, the very nature of the workstream means that it **influences** and is **influenced by** other workstreams. Many of the activities in this workstream are crucial enablers for outputs of the other workstreams, particularly where there are policies, processes, or specific attitudes to ways of working that need to be established and embedded for those other workstreams to be successful. A clear example of this is the Governance Workstream, where several changes to governance arrangements have been developed and agreed but need to be communicated and embedded effectively. Moreover, many of the outcomes from the Confidence, Culture and Capacity workstream will heavily influence the future organisational development and workforce strategies of the Combined Authority overall.

## APPENDIX 2a: Staff Survey & Workforce Trends

### Contents

1	Performance Metrics.....	2
2	Data.....	2
2.1	Recruitment and retention.....	2
2.2	Annual Turnover .....	2
2.3	Quarterly Turnover.....	3
2.4	Starters and Leavers.....	3
2.5	Headcount 2020 to 2024.....	3
2.6	Those with less than 2 years' service.....	4
2.7	Stability Index .....	4
2.8	CMT/Wider Management Team .....	5
2.9	Staff Survey – trends. ....	5
2.10	Flexible Working and Workload.....	7
2.11	The 4 R's – what they are and more context.....	8
2.12	Further Information .....	10

# 1 Performance Metrics

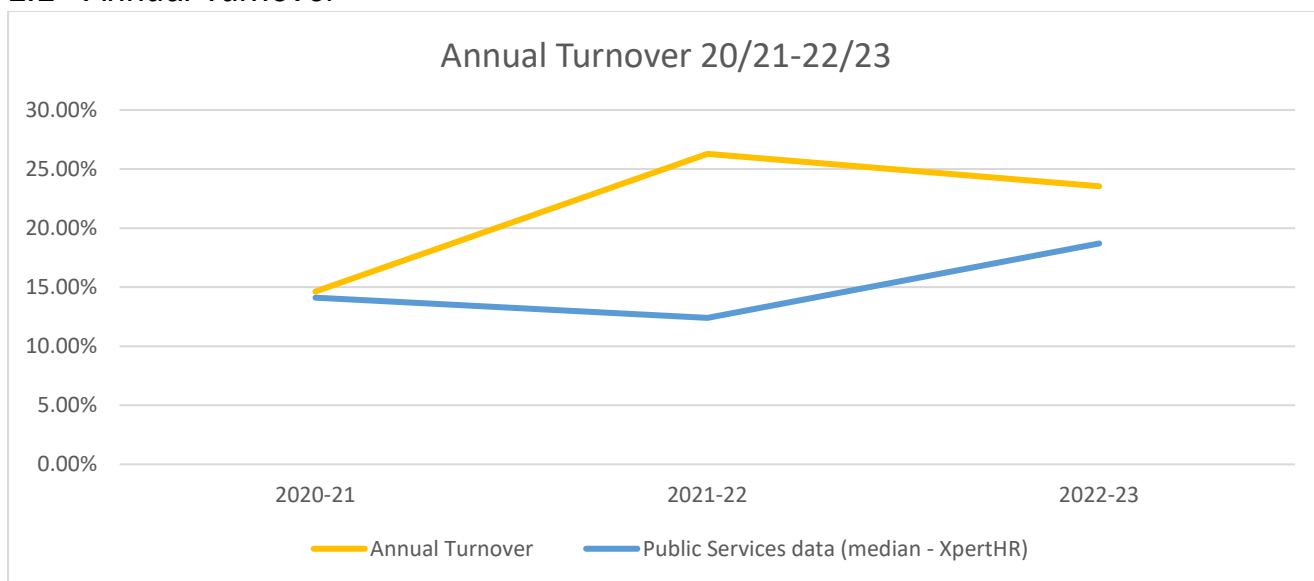
Within the newly introduced corporate quarterly performance reports, metric No. 26 relates to the proportion of staff feeling valued by the Combined Authority. The current target for this metric to the end of 2023/24 is 65%. This target was set in the context of the results from the first two surveys when at the end of June, 58.33% of staff felt valued by the Combined Authority, an increase from 42.55% in January 2023. We will look to review this target after the next staff survey which will be completed in Q4.

## 2 Data

### 2.1 Recruitment and retention

The following charts show Annual Turnover from 2020/21 to 2022/23 and Quarterly Turnover from Q1 2020/21 to Q2 2022/23 (the latest available data). We have compared the Annual Turnover results to Public Sector data from XpertHR. Turnover was significantly high in 2021-22, reducing slightly in 2022-23. After a high spike in Q1 22-23, Quarterly turnover has been between 4.30% and 5.05% for the last 4 Quarters. We therefore expect to see the Annual Turnover for 2023/24 to continue on the downward trajectory.

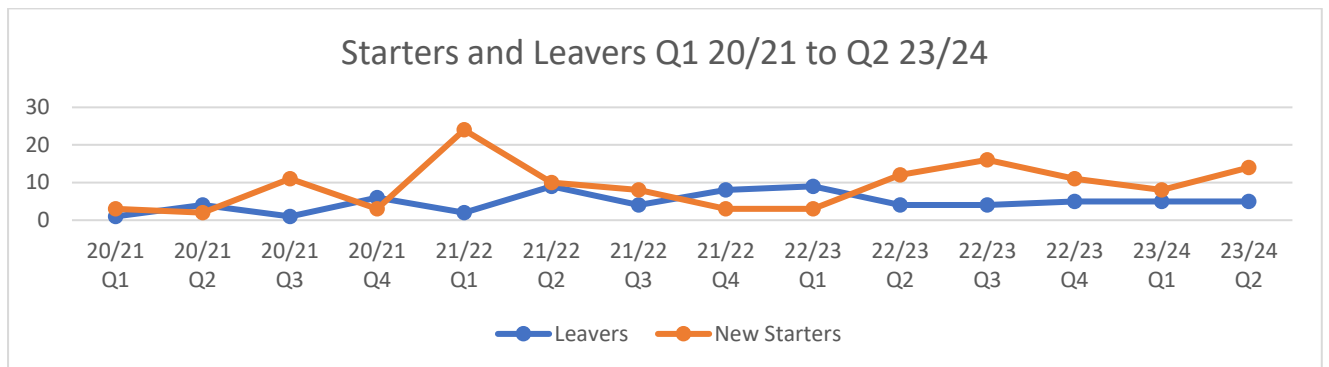
### 2.2 Annual Turnover



### 2.3 Quarterly Turnover



### 2.4 Starters and Leavers



Note that for the big spike of new starters in Q1 21/22 – 9 related to TUPE into the organisation.  
 Also note that for leavers in Q4 20/21 – 2 related to TUPE out of the organisation.

### 2.5 Headcount 2020 to 2024



These figures show the headcount at the start of the Quarter.

Upcoming figures for Q3 and Q4 23/24:

For Q3 23/24, we currently have 5 new starters that have joined the organisation with another 3 planned<sup>1</sup>. We do have some active recruitment, therefore depending on candidate's notice period, the final figure may increase slightly.

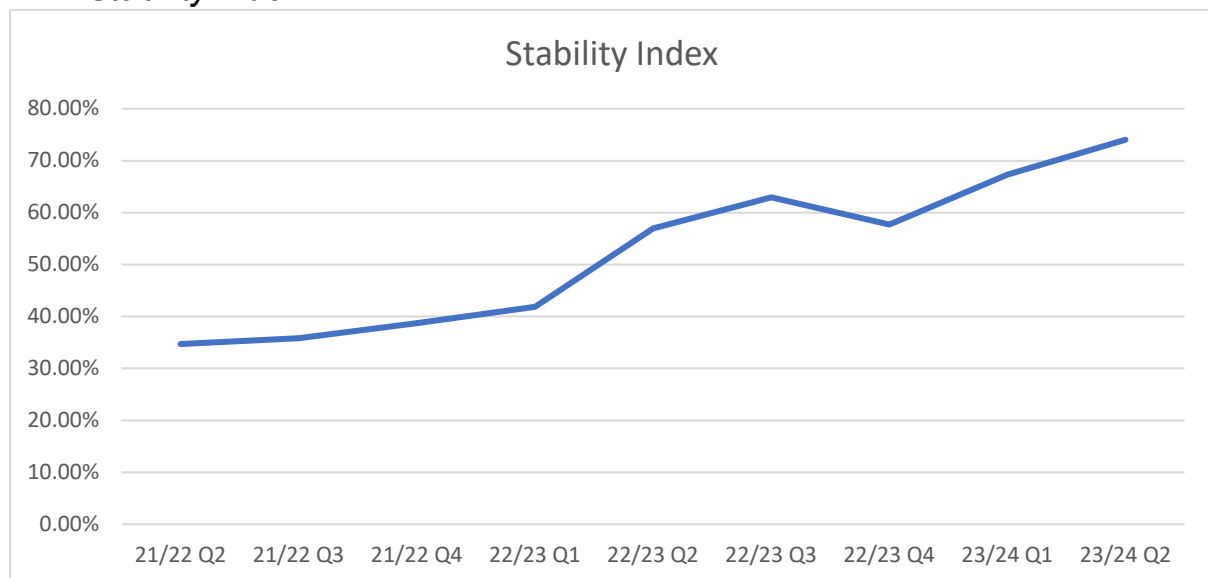
We will have a total increase of up to 18 employees that relate to the Business Board decision to bring specific services in-house (Growth Hub, Growth Works and GrowthCo). Q3 23/24 will see an increase in headcount of 4 relating to this TUPE (Growth Hub) and Q4 23/24 will see an increase in headcount of up to 14 relating to the TUPE (Growth Works and Growth Co returning to in-house services).

In addition, we already have 4 more new starters planned for January. We have other planned recruitment over the next 2 quarters.

## 2.6 Those with less than 2 years' service

Currently 55% of employees have less than 2 years' service<sup>2</sup>.

## 2.7 Stability Index



The Chartered Institute of Personnel and Development (CIPD) recommend using the Stability Index as one way of investigating retention. A stability index indicates the retention rate of employees. Like turnover rates, this can be used across an organisation as a whole or for a particular part of it.

$$\frac{\text{Number of staff with service of one year or more}}{\text{Total number of staff in post one year ago}} \times 100 = \text{Stability Index}$$

A suggested target in a stable organisation would be around 80%; some turnover is healthy in an organisation.

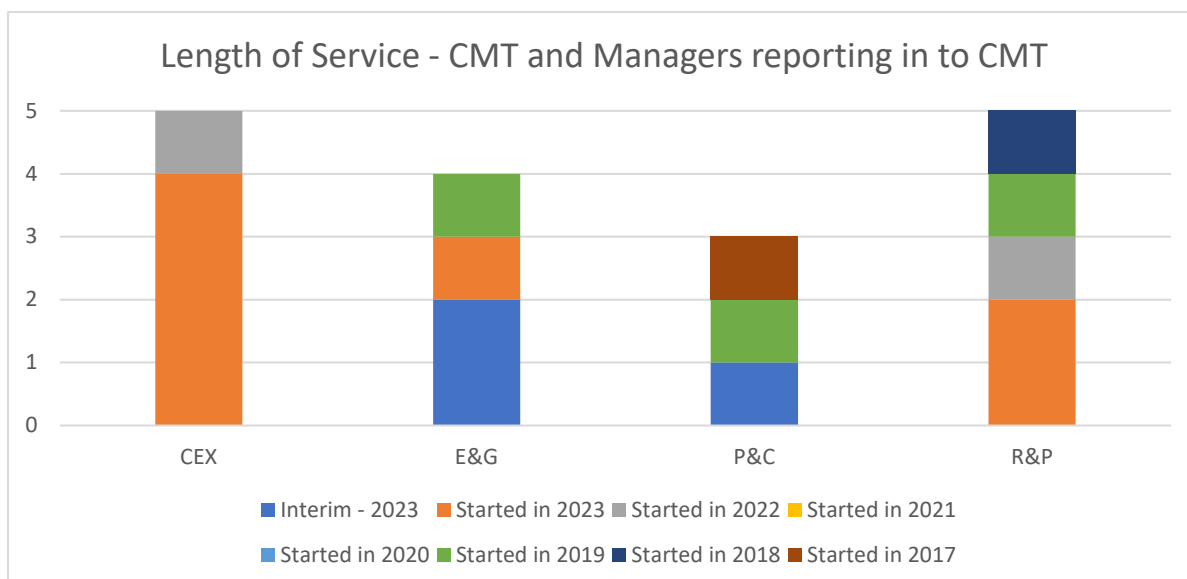
Our results show a steady increase over recent Quarters. We expect to stay at around the same levels (possibly with a slight decrease over the next two quarters as we have had such a significant number of new starters join).

<sup>1</sup> This figure includes leavers that have already exited the organisation.

<sup>2</sup> Data as of 7/11/23 – data provided at Informal Committee was 53% as of 30<sup>th</sup> September 2023.

## 2.8 CMT/Wider Management Team

Another way to measure the rate of change at the CPCA is examining Length of Service for members of CMT, and the managers reporting into CMT. Of the 4 permanent members of CMT, 3 started in April 2023, with the Chief Executive starting in June 2023.



Of the managers reporting into CMT:

Directorate	
CEX	3 started in post in 2023 (1 of those 3 started with the CPCA in a different role in Dec 22).
E&G	1 has been acting up since Aug 22 & working for the CPCA since 2019. 2 others are Interim posts.
R&P	2 have been with the organisation for over 4 years; 1 joined Jan 22; 1 appointed Oct 23.
P&C	1 has been acting up since May 2022, has been in post over 4 years. 1 has been with the CPCA for 6 years.

## 2.9 Staff Survey – trends.

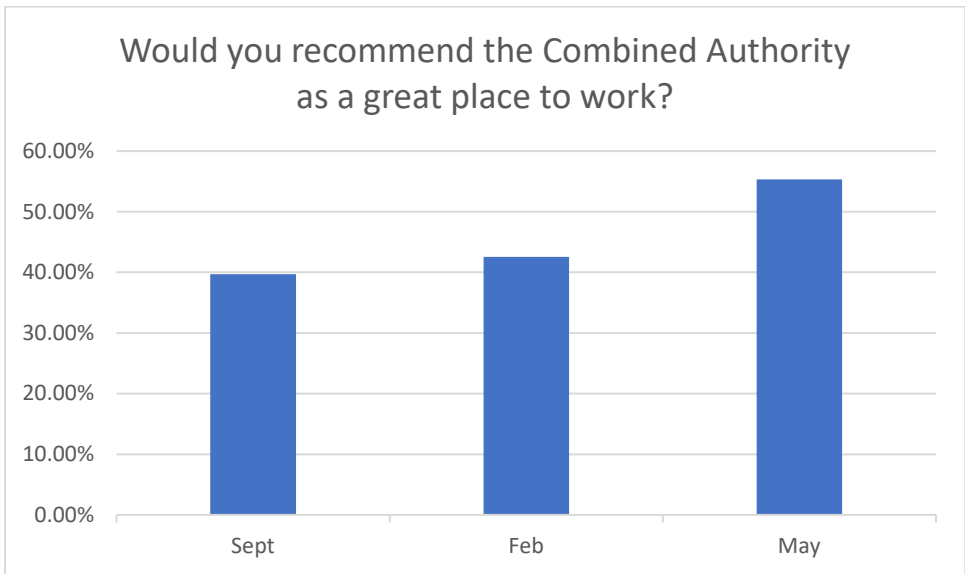
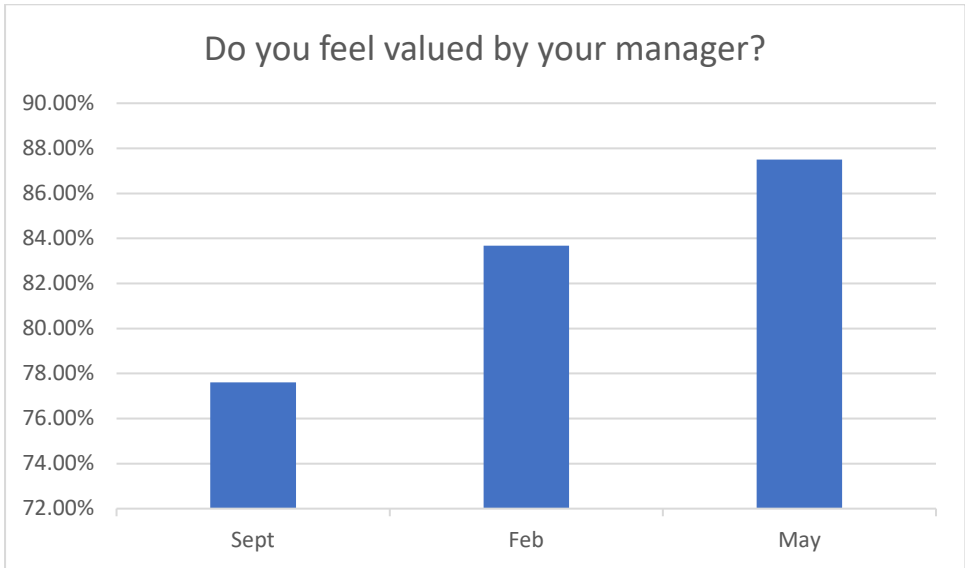
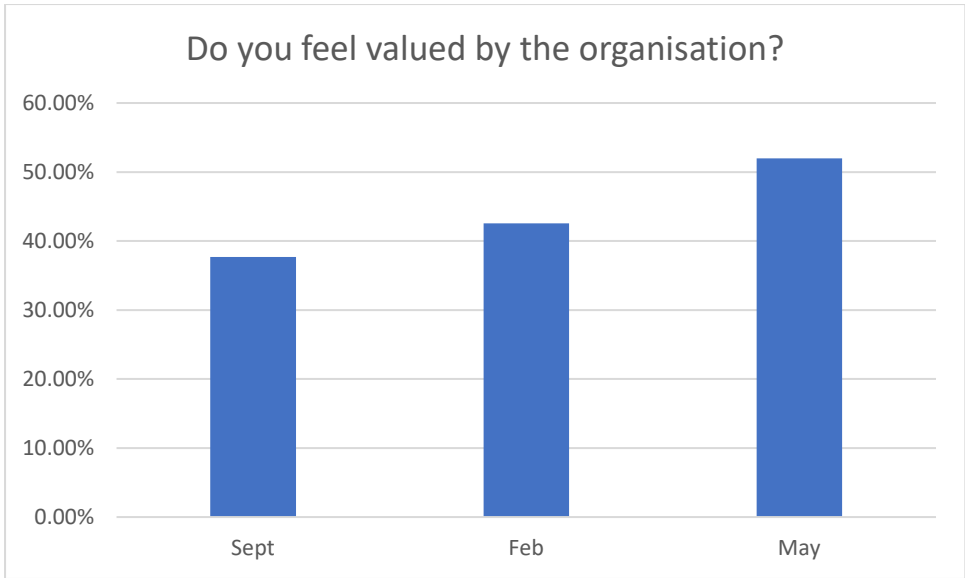
The data below examines the following four questions:

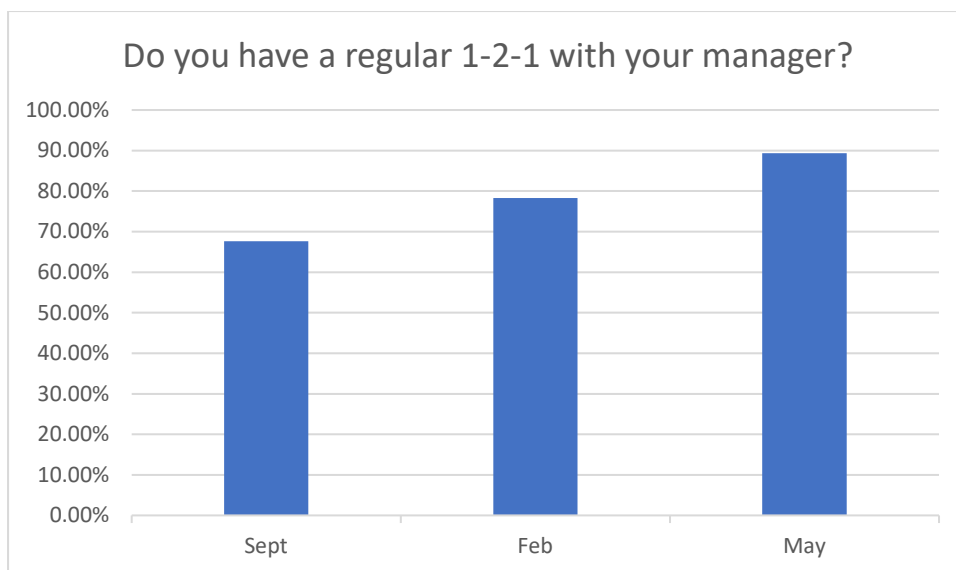
- Do you feel valued by the organisation?
- Do you feel valued by your manager?
- Would you recommend the Combined Authority as a great place to work?
- Do you have a regular 1-2-1 with your manager?

In the last Staff survey, all indicators demonstrated significant improvement in all areas bar one. This was around Flexible Working/Workloads.

Looking at the survey results, you can see a positive trend over all 4 questions.







### 2.9.1 May Staff Survey Comments

“I very much recognise the integrity of the current senior leadership of the Combined Authority”.

“The appointment of the new EDs and how they have started implementing new things has started to make the Combined Authority feel more professional which is great”.

“It feels like the CPCA is moving in the right direction to allow people to feel settled in their roles. The last 12 months has been really quite chaotic.”

“It's a very interesting place to work and I can see the potential to grow in knowledge and experience.”

“Feels much better than it did 6 months ago. It feels like things are starting to settle down and we are getting to a more stable position”.

“I wouldn't say we're at the point of great, and there are still issues with overworking and burnout across the organisation, but strategically we're heading back toward being the best place to work in local government.”

“I don't think we are there just yet as a 'great' place to work. There is still work to be done but I can see the changes happening. I think the agile working is a great benefit but at the moment, the work pressure is still high for the majority of people”.

“Flexible working is very good for family time.”

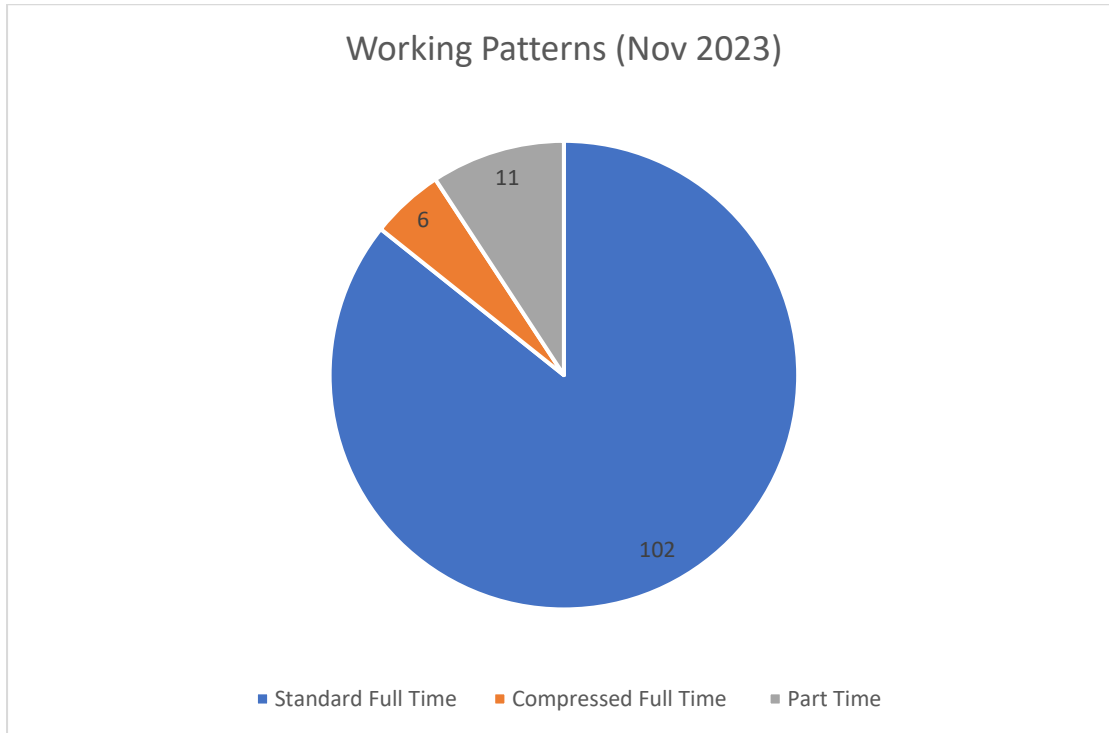
“As mentioned earlier it feels like the CPCA has started to take the necessary steps towards providing stability in the workforce, and to also ignite some excitement about the future of the organisation. The future for staff definitely looks brighter.”

### 2.10 Flexible Working and Workload

The May Staff Survey contained a range of comments in relation to workload & flexible working, as shown above. There were some positive comments, but also some examples of high pressure/potential for burnout. This was explored in breakout sessions at the most recent Staff Conference. We have run Lunch and Learn sessions for staff about Time Management

(attendance of around 20); Sessions about Workload/Burnout (1 session for Managers and 1 session for staff). These gave employees some useful techniques. We are continuing to work in this area.

We have a Flexible Working Policy in place (which will be reviewed next year with statutory changes). We don't have a Flexi-Time Policy in place yet, although we are looking at this as part of a wider review in 2024.



This chart shows the breakdown in working patterns across the organisation. Those individuals that worked Compressed Full Time Hours, work 37 hours either in a 4-day working pattern, or as a 9-day fortnight. 9.24% employees work part-time hours.

### 2.11 The 4 R's – what they are and more context

The 4 R's referred to in the main report are:

- Recruitment
- Retention
- Reward
- Resourcing

#### **What analysis has taken place to understand the Combined Authority's workforce requirements in respect of its ambitions and priorities?**

Over the past 6 months, the AD HR and HR Business Partner have worked closely with CMT to better understand their workforce requirements. This has enabled us to better forecast our recruitment needs over the next 6 months.

A HR Consultant with EELGA produced a report in relation to Recruitment for the AD HR & ED Resources & Performance. This outlined the need for a dedicated Recruitment post (which we are looking to recruit in the next Quarter). As we continue to grow, we would benefit from working with an Application Tracking System (ATS); we are looking at this being a pre-requisite

for our new HR Information System. In the meantime, we will continue to review processes to see where we can continue to improve efficiencies.

It is worth considering that over three quarters of employers have experienced challenges attracting suitable candidates (CIPD, 2022). There are some roles in the organisation that we have found hard-to-recruit, although this has decreased year-on-year. Prior to 2023, Recruitment Agencies were often used; in 2023, they were used for Executive Recruitment. They were also used for hard-to-recruit roles (where we tried the direct approach first) and for the specific campaign with GSENZE Hub (where it was not possible to recruit that volume of posts – over 20).

#### **What examples do we have in relation to past or future activity linked to the 4 R's?**

**Resourcing:** National Graduate Development Programme (NGDP – in association with the Local Government Association, LGA): This will be considered by CMT in this Quarter to decide whether to recruit for September 2024.

**Reward:** We launched with our Benefits Provider, Vivup, in February 2023. Prior to this, there was no Provider at the CPCA. In the coming months, we hope to launch Salary Sacrifice schemes, and are exploring additional opportunities with this Provider. The AD HR and HRBP will meet with Vivup, and then make recommendations to CMT.

#### **Recruitment:**

**Permanent roles vs Interim/Agency Workers.** The recruitment process is underway to recruit 2 permanent positions at CMT, currently held by Interims. At the next level down, there are 2 posts covered by “Acting Up” arrangements, where existing CPCA Managers are working at a higher level than their substantive post. In addition, there are a further 2 posts covered by Interim workers (in Economy and Growth) and one planned recruitment position for a further AD role in Place & Connectivity. We do have a number of other Interim workers in place, with the majority focused on Improvement Plan work.

**Recruiting and maximising digital opportunities.** We have reviewed and updated the content for the Careers pages on the CPCA website. We now advertise roles through LinkedIn which has increased the number of posts we have been able to recruit directly (not through a recruitment agency). Further work can be done on the Website and Social Media by the new Recruitment Specialist.

**Diversity in recruitment.** We are developing an Equality, Diversity and Inclusion strategy across the organisation. This will include how we can attract and retain diverse candidates.

**Our Agile Way of Working.** This means that we are attracting a range of candidates, and subsequently new starters, across the United Kingdom. This is also contributing to us successfully filling more roles.

**Our recruitment processes.** This includes a one-stage interview over MS Teams for the majority of roles, which is promoted to candidates in our Candidate Recruitment Packs. These also include clear timescales of when interviews will be held. If candidates are successfully shortlisted for interview, HR will make contact, sharing the Behaviour Framework and explaining the interview process. We have received positive feedback from candidates since introducing this.

**Apprenticeships.** We have started to offer Apprenticeships in the organisation. There are plans for future Apprentice roles in the organisation, and we will include this as a discussion point in Workforce Planning meetings with CMT.

**Recruitment/Retention:** Linked to earlier comments about working patterns, we can encourage recruiting managers to consider whether part-time or job share options are utilised and ensure that we are advertising roles in line with this.

### **How are we planning to develop talent in house?**

We have invested significantly in Learning and Development across the organisation in this Financial Year. In addition, we are planning to work with Cambridgeshire County Council to launch an Internal Apprenticeship Programme at ILM Level 5 for Emerging Leaders. We expect this to launch Q4 23/24 or Q1 24/25. According to the CIPD (2022 Resourcing and Talent Planning Survey), 38% of employers are increasing efforts to meet their talent requirements by developing more talent in-house. By offering this programme, alongside current and future opportunities for development delivered by the HR Team & Cambridgeshire County Council, we will continue to develop talent in-house, which will help Resourcing and Retention.

### **What workforce development and staff wellbeing activities are planned/have occurred and how is their effectiveness measured?**

We have run a series of Lunch and Learns over the course of this year. This was based on a specific staff survey questionnaire. Topics have been well-attended and include Time Management (two different sessions), Introduction to Neurodiversity (two different sessions) and Reducing burnout through a great work life balance (one session for Managers and one session for staff). We are now planning further sessions over the coming months based on staff feedback.

HR will outline an organisational Wellbeing Strategy in Q4; there are a range of different providers we can work with to enable us to improve wellbeing levels.

### **How does/will the Combined Authority know that it is providing a positive working environment?**

We will be able to determine this through engagement in our activities, feedback from staff and also feedback through the staff survey.

### *2.12 Further Information*

[Resourcing and talent planning survey 2022 \(cipd.org\)](https://www.cipd.org)



<b>Overview and Scrutiny Committee</b>		Agenda Item
<b>27 November 2023</b>		<b>7</b>
<b>Title:</b> Corporate Performance Report Q2 2023/24		
<b>Report of:</b> Jules Ient, Interim Policy Manager		
<b>Lead Member:</b> Cllr Edna Murphy		
<b>Public Report:</b> Yes		
<b>Key Decision:</b> No		
<b>Voting Arrangement:</b> A simple majority of all Members present and voting		

<b>Recommendations:</b>	
A	Scrutinise performance information relating to the Combined Authority's Corporate Key Performance Indicators.
B	Scrutinise performance information relating to the Combined Authority's Most Complex Programmes and Projects.
C	Scrutinise performance information relating to the Combined Authority's Headline Priority Activities.
D	Note progress to evaluate the impact of the Devolution Deal Investment Fund in a Gateway Review.

<b>Strategic Objective(s):</b>	
The proposals within this report fit under the following strategic objective(s):	
X	Achieving ambitious skills and employment opportunities
X	Achieving good growth
X	Increased connectivity
X	Enabling resilient communities
X	Achieving best value and high performance
The performance information presented relates to the achievement of outcomes and outputs of all five strategic objectives, strengthening scrutiny and accountability in line with expectations outlined in the English Devolution Accountability Framework (EDAF).	

## 1. Purpose

1.1	Sections 2.1-2.4 and Appendix A present Corporate Key Performance Indicators (KPIs) performance information in a Balanced Scorecard, Red, Amber, Green rating summary and Dashboard, for Members' scrutiny and comment.
1.2	Section 2.5 and Appendix B present Most Complex Programmes and Projects performance information in a Red, Amber, Green rating summary, an exception report and dashboard, for Members' scrutiny and comment.
1.3	Section 2.6 presents Headline Priority Activities performance information in narrative form, for Members' scrutiny and comment.
1.4	Section 2.7 presents an update on the planned evaluation of the impact of the Combined Authority's Devolution Deal, for Members to note.
1.5	Section 2.8 describes planned further implementation of the Performance Management Framework.

## 2. Proposal

2.1	<p><b>Corporate Key Performance Indicators (KPIs) Balanced Scorecard and Dashboard</b></p> <p>The Combined Authority's Balanced Scorecard in Section 2.2 summarises the performance of 27 metrics grouped into 20 KPIs. The information presented for each metric comprises:</p> <ul style="list-style-type: none"><li>• Mapping to Combined Authority strategic objective</li><li>• Mapping to indicator of progress</li><li>• Ownership</li><li>• Reporting period</li><li>• Date of latest available data</li><li>• Previous period performance</li><li>• Current period performance</li><li>• Direction for improvement</li><li>• Direction of travel</li><li>• Red, Amber, Green (RAG) rating of direction of travel compared to direction for improvement</li><li>• Target</li><li>• Red, Amber, Green (RAG) rating of current period performance compared to target</li></ul> <p>A dashboard for each metric is presented in Appendix A and includes summary performance information, data visualisation, target (where available), metric description, commentary, actions and links to data source(s).</p> <p>Targets have been set by a variety of means appropriate to the measure in question. This has included relevant partnerships (Cambridgeshire and Peterborough Climate Partnership, Vision Zero Partnership), Government departments (Department for Energy and Net Zero, HM Treasury), individual teams (Adult Education, Economy and Growth, Data Protection, Finance, Programme Management) and external consultants (Cambridgeshire and Peterborough Independent Economic Review 2018). Further targets are in development.</p>
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2.2

**Balanced Scorecard**

Scorecard Perspective	Strategic Objective	Indicator of progress	Metrics	Ownership	Reporting Period	Date of Latest Available Data	Previous Period Performance	Current Period Performance	Direction for Improvement	Direction of Travel	RAG Rating against direction of travel	Target	RAG Rating against target	
State of the Region (Shared Ownership)	Achieving Good Growth	Economic Performance and Job Market	Metric 1: Gross Value Added for Cambridgeshire and Peterborough Area	All	Annual	Dec-21	26,704	28,649	↑	↑	Green	27,272	Blue	
			Metric 2: Total jobs in Cambridgeshire and Peterborough	All	Annual	Jun-21	519,000	516,000	↑	↓	Red	N/A	Target N/A	
			Metric 3: Number of jobs per working age person in Cambridgeshire and Peterborough	All	Annual	Jun-21	0.98	0.90	↑	↓	Red	N/A	Target N/A	
		Business Environment and Growth	Metric 4: Number of active businesses per 10,000 working age population	All	Annual	Jun-21	725	729	↑	↑	Green	N/A	Target N/A	
			Metric 5: Number of business startups per 10,000 working age population	All	Annual	Jun-21	80.56	88.05	↑	↑	Green	N/A	Target N/A	
		Housing and Social Well-being	Metric 6: New Housing Completions per 1000 of population	All	Annual	Mar-21	5.25	4.11	↑	↓	Red	N/A	Target N/A	
			Metric 7: Number of Local Super Output Areas in the 20% most deprived nationally	All	Every 4 years	Jul-19	54	62	↓	↑	Red	N/A	Target N/A	
	Ambitious Skills and Employment Opportunities	Workforce Educational Attainment and Skills	Metric 8: Proportion of the Cambridgeshire and Peterborough population with level three, four and above qualifications	All	Annual	Aug-21	62.60%	64.00%	↑	↑	Green	N/A	Target N/A	
			Metric 9: 19+ further education and skills achievements per	All	Annual	Aug-21	2,297	2,204	↑	↓	Red	N/A	Target N/A	
	Enabling Resilient Communities	Carbon Emissions Reduction	Metric 10: Total annual net CO2 emissions in Cambridgeshire and Peterborough	All	Annual	Jun-21	5,951	6,372	↓	↑	Red	6371.89	Red	
			Metric 11: Total CO2 from transport	All	Annual	Jun-21	1,947	2,189	↓	↑	Red	N/A	Target N/A	
		Energy Affordability and Fuel Poverty	Metric 12: Percentage of households in fuel poverty	All	Annual	Mar-22	12.90%	11.70%	↓	↓	Green	N/A	Target N/A	
	Improving Connectivity	Road Safety	Biodiversity and Nature Conservation	Metric 13: Proportion of land (hectares) that is classed as nature rich	All	Every 2 years	Jul-21	11.50%	10.50%	↑	↓	Red	N/A	Target N/A
				Metric 14: Killed or seriously injured (KSI) casualties	All	Annual	Dec-21	395	435	↓	↑	Red	353.40	Red
		Sustainable Transportation	Metric 15: Mode share	All	Annual	Oct-21	9.03%	14.23%	↑	↑	Green	N/A	Target N/A	
Internal Process (CPCA Ownership)	Achieving Best Value and High Performance	Contract Management Efficiency	Metric 16: Number of contract waivers that are active	CPCA	Monthly	Sep-23	7.42	7.92	↑	↑	Red	N/A	Target N/A	
		On-Time Project Delivery Rate	Metric 17: Percentage of projects delivered on time	CPCA	Annual	Mar-23	0.00%	100.00%	→	↑	Green	100%	Green	
		Inclusive Website Experience	Metric 18: Website Accessibility Score	CPCA	Monthly	Sep-23	82.00%	82.00%	↑	→	Amber	N/A	Target N/A	
		Data Security Awareness	Metric 19: Proportion of staff who have completed Data Protection and Information Security courses	CPCA	Monthly	Sep-23	96.77%	97.33%	↑	↑	Green	100%	Amber	
		Efficient FOI Request Handling	Metric 20: Number of FOI requests responded and completed within 20 days of review	CPCA	Annual	Dec-22	94.12%	100.00%	↑	↑	Green	90%	Blue	
	Achieving Good Growth	Job Creation and Support	Metric 21: Total number of jobs created and supported by key Combined Authority Economy and Growth funds	CPCA	Annual	Apr-23	7,711	11,972	↑	↑	Green	6,835	Blue	
	Ambitious Skills and Employment Opportunities	Advancing Education and Skills	Metric 22: Enrolments and achievements supported by adult education services funded by CA investment	CPCA	Annual	Feb-23	16,740	19,285	↑	↑	Green	17,000	Blue	
			Metric 23: Number of apprenticeships created by CA funded investment	CPCA	Quarterly	Sep-23	470	723	↑	↑	Green	950	Red	
	Enabling Resilient Communities	Sustainable Housing, Energy and Infrastructure	Metric 24: Cumulative number of homes retrofitted through schemes led by Greater South East Net Zero Hub	CPCA	Monthly	Sep-23	3,296	3,542	↑	↑	Green	3,745	Amber	
	Improving Connectivity	Digital Connectivity	Metric 25: Proportion of region with gigabit broadband availability	CPCA	Annual	Sep-22	38.00%	71.00%	↑	↑	Green	55%	Blue	
Learning and Growth (CPCA Ownership)	Achieving Best Value and High Performance	Stability of workforce	Metric 26: Proportion of staff feeling valued by the Combined Authority	CPCA	Bi-annual	Jun-23	42.55%	58.33%	↑	↑	Green	N/A	Target N/A	
Financial (CPCA Ownership)	Achieving Best Value and High Performance	Financial Planning and Sustainability	Metric 27: Forecast vs budget loss/carried forward (current financial year)	CPCA	Monthly	Aug-23	96.66%	95.91%	↑	↓	Red	100%	Amber	





2.3

**RAG ratings for Corporate KPIs owned by the Combined Authority**

Indicators are classed as owned by the Combined Authority when the ability to change the indicator lies wholly or mainly with the Combined Authority.

**Direction of travel compared to direction for improvement: summary of RAG ratings**

RAG rating	Description	Number of metrics	Proportion of metrics
Red	change in performance from previous period to current period is in the opposite direction to direction for improvement	2	16.67%
Amber	performance is unchanged from previous to current period	1	8.5%
Green	change in performance from previous period to current period is in line with direction for improvement	9	75.00%
Total		12	100.0%

**Direction of travel compared to direction for improvement: red rated metric**

Metric 16: Number of contract waivers that are active

Metric 27: Budget vs forecast loss/carried forward (current financial year)

**Current period performance compared to target: summary of RAG ratings**

RAG rating	Description	Number of metrics	Proportion of metrics
Red	current performance is off target by more than 10%	1	8.3%
Amber	current performance is off target by 10% or less	3	25.0%
Green	current performance is on target by up to 5% over target	1	8.3%
Blue	current performance is on target by more than 5%	4	33.3%
Target N/A	these measures track key activity being undertaken, without a current performance target	3	25.0%
Total		12	100.0%

**Current period performance compared to target: red rated metric**

Metric 23: Number of apprenticeships created by Combined Authority funded investment

2.4

**RAG ratings for State of the Region Corporate KPIs**

Indicators are classed as State of the Region when the ability to change the indicator does not lie wholly or mainly with the Combined Authority.

**Direction of travel compared to direction for improvement: summary of RAG ratings**

RAG rating	Description	Number of metrics	Proportion of metrics
Red	change in performance from previous period to current period is in the opposite direction to direction for improvement	9	60%
Amber	performance is unchanged from previous to current period	0	0%
Green	change in performance from previous period to current period is in line with direction for improvement	6	40%
Total		15	100%

**Direction of travel compared to direction for improvement: red rated metrics**

Metric 2: Total jobs in Cambridgeshire and Peterborough

Metric 3: Number of jobs per working age person in Cambridgeshire and Peterborough

Metric 6: New Housing Completions per 1000 of population

Metric 7: Number of Local Super Output Areas in the 20% most deprived nationally

Metric 9: 19+ further education and skills achievements per 100,000 population

Metric 10: Total annual net CO2 emissions in Cambridgeshire and Peterborough

Metric 11: Total CO2 from transport

Metric 13: Proportion of land (hectares) that is classed as nature rich

Metric 14: Killed or seriously injured (KSI) casualties

**Current period performance compared to target: summary of RAG ratings**

RAG rating	Description	Number of metrics	Proportion of metrics
Red	current performance is off target by more than 10%	2	13.3%

Amber	current performance is off target by 10% or less	0	0%
Green	current performance is on target by up to 5% over target	0	0%
Blue	current performance is on target by more than 5%	1	6.7%
Target n/a	these measures track key activity being undertaken, to present a rounded view of information relevant to the service area, without a current performance target	12	80.0%
Total		15	100%

**Current period performance compared to target: red rated metrics**

Metric 10: Total annual net CO2 emissions in Cambridgeshire and Peterborough

Metric 14: Killed or seriously injured (KSI) casualties

**2.5 Summary of Most Complex Programmes and Projects RAG ratings and exception report**

Programmes and Projects are classed as Most Complex when a Combined Authority Funded programme or project is considered most significant in terms of value, strategic fit and where there would be significant impact if failure to deliver. This list is subject to change. Due to the inherent complexity of these projects, there is likely to be a higher percentage at amber than when considering less complex projects.

A summary of RAG ratings for Most Complex Programmes and Projects is as follows.

RAG rating	Description	Number of programmes and projects	Proportion of
Red	Without action, successful delivery is highly unlikely.	0	0%
Amber	Without action, successful delivery is in doubt, and/or there is uncertainty and risk surrounding future deliverability.	4	57%
Green	High level of confidence in successful delivery.	3	43%
Total		7	100%

There are no red rated Most Complex Programmes and Projects.

## Headline Priority Activities

### Climate Summit

On Thursday 9<sup>th</sup> November, the Combined Authority hosted the Cambridgeshire & Peterborough Climate Partnership: The green future at the Maltings in Ely.

The summit was convened by Mayor Dr Nik Johnson to raise awareness of the steps the region has taken so far to tackle climate change and our bold ambitions for the future. The summit also discussed the further actions required at a regional and national level to reach net zero emissions and brought together partners and stakeholders from a wide range of organisations.

Following the summit, attendees have been provided with an opportunity to provide further feedback on existing plans and a platform to continue to engage with the work of the Cambridgeshire & Peterborough Climate Partnership.

### Engineering UK Inquiry

Engineering UK have published a 5-point plan to grow and sustain engineering and technology apprenticeships for young people. *Fit for the future: Growing and sustaining engineering and technology apprenticeships for young people*, is an inquiry that had been led by Lord Knight and Lord Willetts.

The Combined Authority provided evidence to the inquiry and attended the 5-point plan launch. It is welcome to see much of the Combined Authority's recommendations within the report. The report identifies barriers such as funding disparities, lack of awareness, and application process challenges for young people and businesses, all of which must be addressed to make apprenticeships more accessible. It aligns with the Combined Authority's strategic approach, emphasising the importance of engaging more employers, diversifying job boards, and promoting diversity champions.

### UK's Real Estate Investment & Infrastructure Forum

The Combined Authority have booked a pavilion at the UK's Real Estate Investment & Infrastructure Forum (UKREiiF) 21-23<sup>rd</sup> May 2024. UKREiiF is the largest cross sector property conference in the UK, forecasting 10,000 delegates in 2024. It is an opportunity to showcase Cambridgeshire and Peterborough investment propositions to a national and international audience of developers, investors and occupiers. It will also heighten awareness of the Combined Authority.

A small multi-disciplinary team are working to produce a programme of events and marketing materials for the pavilion, and will be looking to work in partnership with our constituent authorities, partners and stakeholders to develop these further in the near future.

### Why hasn't UK regional policy worked?

The Combined Authority has welcomed Harvard University's recent report: *Why hasn't UK regional policy worked?*, authored by Dan Turner, Harvard Kennedy School, Nyasha Weinberg, Harvard Kennedy School, Esme Elsdon, University College London and Ed Balls, King's College London & Harvard Kennedy School. The authors interviewed ninety-three top level political and official policymakers across the UK (spanning six decades of experience).

We support the report's findings that the Mayoral Combined Authority model, coupled with sustainable local government funding, can be the vehicle to form the basis for a cross-party consensus on regional growth. The report also makes a strong case of deeper skills devolution and an acknowledgement that skills policy must align with local business needs and industry strategy. The Combined Authority are echoing these recommendations in conversations with the Government, regarding Cambridge 2040, deeper devolution at the Autumn Statement.

2.7	<p><b>Planned evaluation of the impact of the Combined Authority’s Devolution Deal</b></p> <p>ekosgen have been appointed to support the Combined Authority in developing the Mid-Term Report, the next phase of the current Gateway Review process. Early engagement is underway with DLUHC’s Independent Evaluation Panel to review and confirm any changes to the evaluation methodology set out in the Local Evaluation Framework. There is potential to extend the contract with ekosgen to cover the Final Report, which is due in October 2025. The Combined Authority is participating a forum set up by DLUHC for authorities undertaking Gateway Reviews, for sharing lessons learnt and other support.</p>
2.8	<p><b>Planned further development of Performance Management Framework (PMF)</b></p> <p>The Combined Authority is on a journey to implement and embed its new Performance Management Framework. Further work is planned to refine how the Combined Authority measures, manages and communicates its performance, drawing on best practice locally and nationally.</p> <p><b>Accountability to the public</b></p> <p>A Projects Performance Dashboard will be published on our website, which will include reporting on all Combined Authority projects. It will offer an overview of how Combined Authority projects are performing, including how many are Red, Amber and Green. The Dashboard will be able to be filtered by area so residents, stakeholders or members can view the projects we are delivering in their area.</p> <p>In line with the English Devolution Accountability Framework, the Combined Authority is planning Mayoral Question Time events that will enable the public to question the Mayor and members on a broad range of topics including the economy and growth, transport, skills and digital connectivity. These will be a mixture of face to face and virtual events.</p> <p><b>Refinement of list of Corporate KPIs</b></p> <p>Work is ongoing to further refine the Corporate KPIs, responding to feedback from members and local partners, and national government policy.</p> <p>Metric 7 will be refined to provide a measurement of the improvement or worsening of inequality in the C&amp;P region, to support scrutiny of the achievement of the Combined Authority’s commitment to reducing inequality between and within Greater Cambridge, The Fens and Greater Peterborough, whilst increasing productivity.</p> <p>New aggregated metrics for apprenticeships and property retrofitted will be developed, incorporating the activity of all the constituent authorities, not just the Combined Authority.</p> <p>The Combined Authority is engaging with constituent councils and the Integrated Care System (ICS), to align performance reporting across the system.</p> <p>A ‘State of the Region Review’ project is being co-produced and co-delivered with constituent authorities, Higher Education (HE) institutions and the ICS. It has entered delivery phase and will create a relevant, reliable and accessible ‘State of the Region’ review of the current state of the Cambridgeshire and Peterborough Region. The review will assess the impact of recent macro-economic factors on how residents live and businesses operate and will inform the development of Combined Authority and partners’ strategies. Findings from the review will be presented accessibly in a suite of communications resources including a report, video and an interactive dashboard embedded in the Cambridgeshire and Peterborough Insight website. The Combined Authority will seek to refresh the evidence base annually, funding permitting.</p> <p>The Office for Local Government (Oflog) is developing a dashboard that compares performance data across similar local authorities. A beta version of the Local Authority Data Explorer has been</p>

launched with a handful of metrics and further metrics will be released in tranches. The Combined Authority has responded to a consultation providing feedback on the draft metrics. The Oflog metrics will inform our further development of the list of indicators.

### **Thematic reports**

Work has begun to develop quarterly Thematic Performance Reports encompassing Dashboards of Key Performance Indicators (KPIs) relevant to the remit of the particular thematic committee. The quarterly Thematic Performance Reports will be scrutinised by our Corporate Management Team (CMT) and the relevant thematic committee (Skills and Employment Committee, Environment and Sustainable Communities Committee, Transport and Infrastructure Committee or Business Board). Whilst this work is in development, progress updates will be reported via Directors' Highlight Reports.

### **Use of technology**

The Corporate KPIs dashboard is a spreadsheet that can only be shared with Members as a printed PDF. The Combined Authority plans to transition to Power BI, a platform that is routinely used by MCAs and other local authorities. This will provide Members with ongoing access to the data and the ability to drill down into the data, for example by geography. We will also explore other methods of rapidly escalating performance issues in-between committee cycles.

The Combined Authority recognises that national data sets can have a significant lag of two years or more, limiting decision making usefulness. The Combined Authority is exploring using household level data held by constituent authorities to analyse and report on measures such as poverty and public health.

### **Developing an effective performance management culture**

The Combined Authority is developing plans to establish and embed an effective performance management culture for the organisation as a whole. This will include training for members and officers, and appointment of data champions.

## **3. Background**

3.1 On 18 September 2023, Overview and Scrutiny Committee, and on 20 September 2023, Combined Authority Board received the Q1 Corporate Performance Report, which presented members with the Performance Management Framework, the Corporate Key Performance Indicators, Most Complex Programmes and Projects performance information and an update on the planned evaluation of the impact of the Combined Authority's Devolution Deal.

On 1 November 2023, the draft Q2 Balanced Scorecard, Corporate Key Performance Indicators and Most Complex Programmes and Projects Dashboards were reviewed at an informal Overview and Scrutiny Committee meeting.

On 8 November, Leaders Strategy Meeting received the draft Q2 Corporate Performance Report.

A summary of Members' requests for further development is given below:

### **Corporate KPIs Balanced Scorecard and Dashboard**

- Whilst the revised Corporate KPIs presented in the Balanced Scorecard and Dashboards contain a wealth of information, concerns were raised regarding their complexity. Members

	<p>expressed their desire for a more streamlined presentation, particularly emphasising the need to make the Balanced Scorecard more central. The suggestion of removing the narrative element of the exception report on red rated metrics from the covering paper was welcomed. This has been actioned.</p> <ul style="list-style-type: none"> <li>• The overall trend of the time series data was highlighted as important to include in the analysis. This has been actioned.</li> <li>• RAG rating of performance against targets along with information about target setting was requested. This has been actioned.</li> <li>• The relevancy of the data contained within the State of the Region metrics was brought into question. Members noted that some of the most recent data available dated back to 2021 and earlier, prompting a request for more up-to-date information to ensure accurate assessments and decision-making. This work is ongoing.</li> <li>• It was noted that reporting direction of travel compared to direction for improvement sometimes gives an incomplete assessment of performance. Greater use of comparison with comparable authorities was requested. This work is ongoing.</li> <li>• Refinement of Metric 7 to provide a measurement of the improvement or worsening of inequality in the C&amp;P region was requested, to support scrutiny of the achievement of the Combined Authority's commitment to reducing inequality between and within Greater Cambridge, The Fens and Greater Peterborough, whilst increasing productivity. An analysis based on available ONS data was suggested. This work has started.</li> <li>• New aggregated metrics for apprenticeships and property retrofitted were requested incorporating the activity of all the constituent authorities, not just the Combined Authority. This work has started.</li> </ul> <p><b>Most Complex Programmes and Projects</b></p> <ul style="list-style-type: none"> <li>• Committee members sought further clarification regarding the 'green' rating associated with the bus reform project on the dashboard. There was a request for additional information and context to support the rating.</li> <li>• The confidence level in the Net Zero Programme rating was also discussed. Committee members sought a more in-depth understanding of the confidence in this rating.</li> </ul>
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4. Appendices	
4.1	Appendix A – Corporate KPIs Dashboard Q2 2023/24
4.2	Appendix B – Most Complex Programmes and Projects Dashboard Q2 2023/24

5. Implications	
Financial Implications	
5.1	<p>There are no immediate direct financial implications as a consequence of the delivery of this Q2 performance report.</p> <p>The Gateway review in 2025, referred to in paragraph 2.7, is the next in the 5-yearly reviews of the Combined Authority's investment fund (a.k.a. gainshare) agreed as part of the devolution deal, continuation of the Combined Authority's £20m p.a. devolved funding is tied to passing these gateways.</p>
Legal Implications	
5.2	<p>This report needs to be seen in the context of the legal and constitutional nature of the Combined Authority itself. Under Section 3 of the Local Government Act 1999 (as amended by s137 of the Local Government &amp; Public Involvement in Health Act 2007), the Combined Authority is under a general duty to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness. Whilst there may</p>

	be Legal implications as a result of the delivery of the Combined Authority's Corporate Plan and its Priorities, there are no direct Legal implications as a consequence of the delivery of this performance report.
Public Health Implications	
5.3	This Q2 report does not have direct public health impacts. Achieving, or supporting the achievement of Green RAG ratings for relevant public health KPIs will have implications that need to be considered by thematic Committees.
Environmental & Climate Change Implications	
5.4	This Q2 report does not have direct environmental & climate change impacts. Achieving, or supporting the achievement of Green RAG ratings for relevant climate and environment KPIs will have implications that need to be considered by thematic Committees.
Other Significant Implications	
5.5	There are no immediate equality, diversity and inclusion implications as a consequence of the delivery of this Q2 performance report. However, future performance reports will develop and implement equality data categories for the KPIs.
Background Papers	
5.6	



Corporate Performance Report Q2 2023/24  
 Corporate KPIs Balanced Scorecard and Dashboard

RAG Rating against direction of travel	Description
Red	change in performance from previous period to current period is in line with direction for improvement
Amber	performance is unchanged from previous to current period
Green	change in performance from previous period to current period is in the opposite direction to direction for improvement

RAG Rating against target	Description
Red	current performance is off target by more than 10%
Amber	current performance is off target by 10% or less
Green	current performance is on target by up to 5% over target
Blue	current performance is on target by more than 5%
Target N/A	these measures track key activity being undertaken, to present a rounded view of information relevant to the service area, without a current performance target

**Commentary**

The GVA for C&P was £22,765m in 2015. By 2016, it experienced a growth rate of approximately 5.00%, reaching £23,891m. The upward trend continued in 2017, with a growth rate of around 6.28%, resulting in a GVA of £25,397m. In 2018, the GVA grew by about 3.19%, reaching £26,212m. The positive trajectory persisted, and in 2019, the GVA rose by approximately 3.33% to £27,090m. Despite the challenges of the 2020 Covid-19 pandemic, the region's GVA remained resilient at £26,704m, experiencing a negative growth rate of approximately -1.43%. The year 2021 exhibited a recovery, marked by a growth rate of approximately 6.92%, leading to a GVA of £28,649m.

Date of Latest Available Data	Previous Period	Current Period	Change in Performance	Direction for Improvement	Direction of Travel	RAG Rating against direction of travel	Target (£billion)	RAG Rating against target
Dec-21	£26,704	£28,649	6.79%	↑	↑	Green	£27,272	Blue

**Metric Description**

Gross Value Added is an indicator of the CPCA's 'Achieving Good Growth' strategic objective. The provided time series data portrays the progression of Gross Value Added (GVA) in Cambridgeshire & Peterborough (C&P) from 2015 to 2021. GVA quantifies the total value of goods and services produced within the region's economy.

As part of its devolution deal in 2017, the CPCA took on the target of almost doubling GVA to £40 billion by 2040 over 25 years. It represents the economic contribution of industries within that area and indicates the overall economic health and productivity. Tracking this indicator allows the CPCA to identify, inform, and compare the economic trends of the region. The GVA data for Cambridgeshire and Peterborough (C&P) can be sourced from the Office for National Statistics (ONS) GVA balanced tables. ONS compiles GVA figures based on various data sources, including business surveys, tax records, and national accounts.

While GVA is a valuable metric, it has certain limitations that should be taken into account when interpreting the data:

**Target clarity:** The devolution deal commits the Combined Authority to delivering a GVA increase from £22bn (the recorded GVA for 2015 at time of Devolution Deal writing) to over £40bn over 25 years. However, the widespread use of the phrase 'doubling GVA' has given rise to a series of alternative targets that deviate from the precise devolution deal commitment.

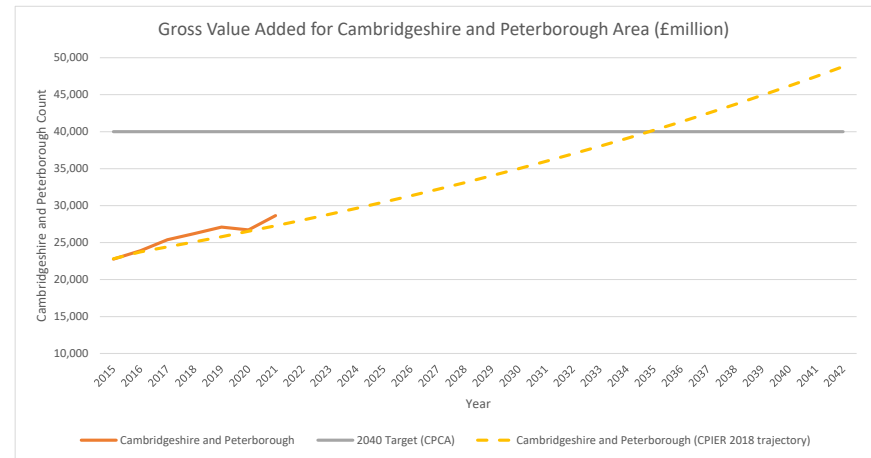
**Revisions:** Each new publication of GVA revises the record of previous years GVA figures. Most revisions reflect either the adoption of new statistical techniques or the incorporation of new information.

**Limited Scope:** GVA measures the economic output but does not provide a full picture of economic well-being or social factors such as inequality or quality of life.

**Sector Variation:** As GVA averages economic performance across all industries and sectors it does not capture the disproportionate impact of more dominant sectors on overall GVA trends.

It is useful to combine GVA data with other indicators and contextual information to gain a comprehensive understanding of the combined authority's economic performance and make well-informed decisions.

The target for this metric was developed from the Cambridgeshire and Peterborough Independent Economic Review in 2018 following the trajectory calculated in the review.



**Dataset Link(s)**

<https://www.ons.gov.uk/economy/grossdomesticproductgdp/datasets/regionalgrossvalueaddedbalancedbyindustrylocalauthoritiesbyit1region>

**Actions**

The Combined Authority has a portfolio of programmes and projects that are designed to increase GVA. The Combined Authority is achieving good growth through a series of holistic tailored interventions. These cover the economic growth inputs of skills, infrastructure and business support. Examples of the support we offer include but are not limited to:

- To deliver an inclusive and world-class local skills system we fund projects that tackle further education cold spots such as ARU Peterborough Phase 3, and deliver learning aims with the provision of education and training courses for adults aged 19 and over.
- We are tackling access barriers to employment and education opportunities, by improving connectivity across the Combined Authority region in reforms to our bus network and delivering rail and station improvements such as Soham Station.
- We are supporting good jobs and higher wages with our strategies and plans for high growth sectors such as Agri-tech, Life Sciences and Advanced Manufacturing, and accelerating business growth with projects such as the Market Town Masterplans.

**Commentary**

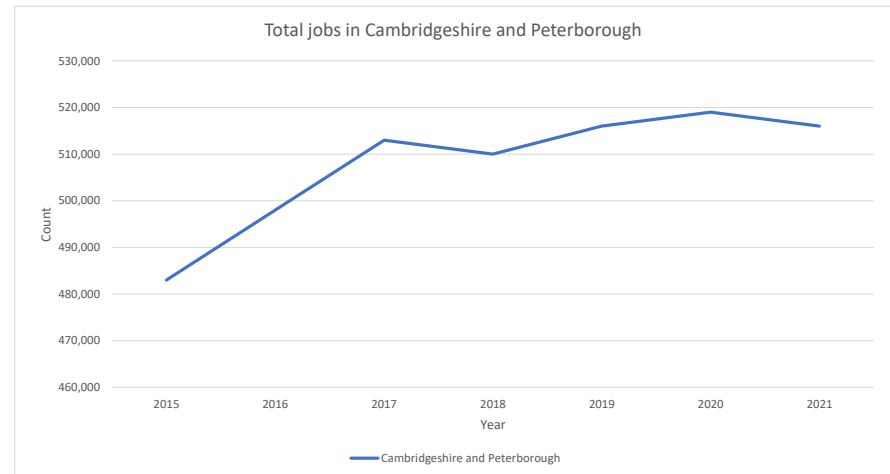
From 2015 to 2021, the overall trend in number of jobs in Cambridgeshire and Peterborough showed an upward trajectory, with slowdowns in 2018 and 2021. Total jobs increased from 483,000 in 2015 to 519,000 in 2020. In 2021, there was a slight decline to 516,000 jobs. This data suggests that the region's economy has been relatively resilient, experiencing overall job growth despite potential challenges. The COVID-19 pandemic's impact is likely to have contributed to the dip in job numbers in 2021.

Date of Latest Available Data	Previous Period	Current Period	Change in Performance	Direction for Improvement	Direction of Travel	RAG Rating against direction of	Target	RAG Rating against target
Jun-21	519,000	516,000	-0.58%	↑	↓	Red	N/A	Target N/A

**Metric Description**

This metric measures the total number of jobs within Cambridgeshire and Peterborough. The total number of job is the sum of employees (Business Register and Employment Survey), self-employment jobs (Annual Population Survey), government-supported trainees (DFES and DWP) and HM Forces (MoD).

There are some limitations in monitoring this metric. The metric considers only the total number of jobs and does not provide detailed insights into the nature of these jobs, such as their sectors, quality or wage levels. Job numbers can fluctuate due to seasonal variations, economic cycles and external factors. Therefore, the metric should be interpreted in the context of broader economic trends.



**Dataset Link(s)**

<https://www.nomisweb.co.uk/datasets/jd>

**Actions**

The CA has invested in a number of projects supporting job growth since 2021. These are detailed in Metric 21. Ongoing programmes include Enterprise Zones, UK Shared Prosperity Fund, Rural England Prosperity Fund and Market Towns.

The Business Board has recently approved funding to create new Economy Team in the CA, and officers are working on implementation. This team will focus on trade and investment, innovation adoption, net zero businesses and delivery of sector strategies. Some functions of the GrowthWorks service will be transferred to CA by the end of December 2023 including skills brokerage, careers hub and growth hub. Post April 2024, the CA will expand this work.

### Metric 3: Number of jobs per working age person in Cambridgeshire and Peterborough

#### Commentary

The overall trend for the number of jobs per working age person in C&P from 2015 to 2021 shows a positive trajectory. The decline in 2021 can be attributed to the global pandemic and has not yet returned to pre-2021 levels. C&P has consistently demonstrated a higher ratio of jobs per working-age person compared to the England average during this period. Starting at 0.91 in 2015, the ratio experienced gradual growth, reaching 0.98 in 2020. In comparison, England's metric started at 0.84 in 2015, and rose to 0.88 in 2019, with a slight decline to 0.85 in 2020. However, in 2021, there was a dip in C&P to 0.90 jobs per resident, while England increased to 0.86. This could be attributed to various factors, including economic fluctuations and changes in industry composition. The data illustrates the region's employment vitality, as Cambridgeshire and Peterborough maintained a consistently higher number of jobs per working-age person than the national average.

Date of Latest Available Data	Previous Period	Current Period	Change in Performance	Direction for Improvement	Direction of Travel	RAG Rating against direction of travel	Target	RAG Rating against target
Jun-21	0.98	0.90	-8.16%	↑	↓	Red	N/A	Target N/A

#### Metric Description

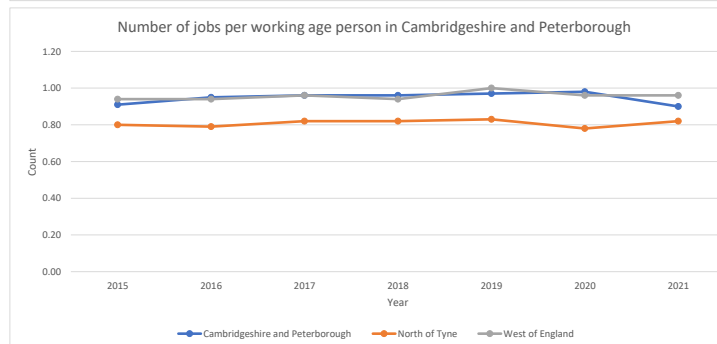
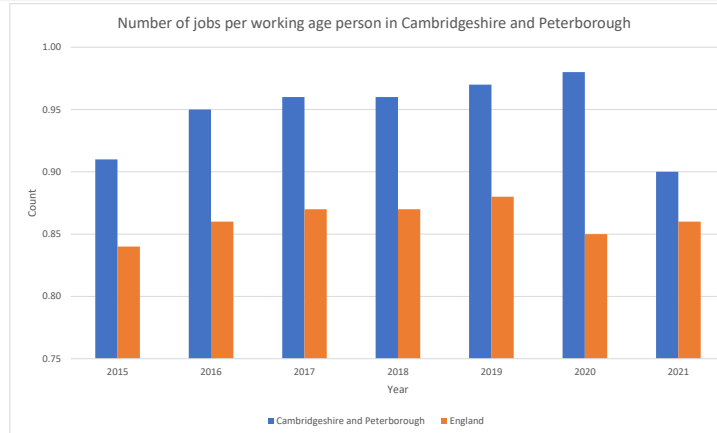
This metric measures the average number of jobs available in Cambridgeshire and Peterborough per working age resident (aged 16-64).

Number of jobs is the sum of employees (Business Register and Employment Survey), self-employment jobs (Annual Population Survey), government-supported trainees (DFES and DWP) and HM Forces (MoD).

Using working age population as the denominator, the performance of the CA area can be compared with the performance of England.

This metric provides insights into the employment opportunities and economic activity within C&P. Monitoring the number of jobs per working age person is crucial for understanding labour market dynamics, employment trends and economic development.

A limitation is that fluctuations in the metric may be influenced by changes in economic conditions, industry composition, and government policies.



#### Dataset link(s)

<https://www.nomisweb.co.uk/reports/lmp/comb/1853882376/report.aspx#tabjobs> (ONS job density)

Metric definition <https://www.nomisweb.co.uk/datasets/jd>

#### Actions

The CA has invested in a number of projects supporting job growth since 2021. These are detailed in Metric 21. Ongoing programmes include Enterprise Zones, UK Shared Prosperity Fund, Rural England Prosperity Fund and Market Towns.

The Business Board has recently approved funding to create new Economy Team in the CA, and officers are working on implementation. This team will focus on trade and investment, innovation adoption, net zero businesses and delivery of sector strategies. Some functions of the GrowthWorks service will be transferred to CA by the end of December 2023 including skills brokerage, careers hub and growth hub. Post April 2024, the CA will expand this work.

## Metric 4: Number of active businesses per 10,000 working age population

### Commentary

The number of active businesses in Cambridgeshire and Peterborough (C&P) has shown consistent growth from 2016 to 2021. The region's entrepreneurial ecosystem has shown resilience, demonstrating continuous business development and expansion, despite challenging economic conditions experienced during the COVID-19 pandemic. While the C&P region has provided a conducive environment and support for business growth, the overall performance of businesses is also influenced by broader economic trends, market conditions, industry dynamics, and individual business strategies.

Date of Latest Available Data	Previous Period	Current Period	Change in Performance	Direction for Improvement	Direction of Travel	RAG Rating against direction of travel	Target	RAG Rating against target
Jun-21	725	729	0.50%	↑	↑	Green	N/A	Target N/A

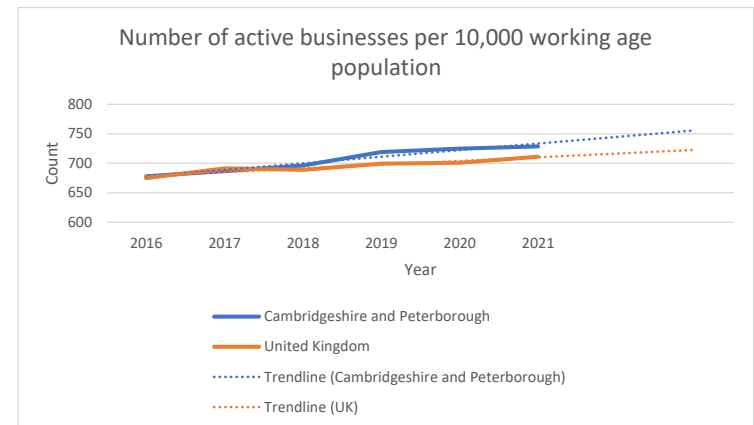
### Metric Description

The metric provides insight into the dynamics of business activity within Cambridgeshire and Peterborough. It focuses on tracking active businesses over a specific period.

The data for this metric is collected from the Inter Departmental Business Register (IDBR), maintained by the Office for National Statistics (ONS). The IDBR stores comprehensive records of all businesses registered in the UK and tracks their activities.

Using working age population as the denominator, the performance of the CA area can be compared with the performance of United Kingdom.

Measuring this metric comes with limitations. Active business data may not capture unregistered businesses, potentially underrepresenting the full scope of entrepreneurial activities in the region.



### Dataset Link(s)

<https://www.ons.gov.uk/businessindustryandtrade/business/activitysizeandlocation/datasets/businessdemographyreferencetable>

### Actions

### Commentary

From 2016 to 2021, the number of startups in Cambridgeshire and Peterborough (C&P) displayed a fluctuating trend. Starting at 86.04 in 2016, the startup rate experienced a decline in 2017 (76.59) before rebounding in 2018 (83.95). The region saw a significant jump in 2019 (91.31), suggesting increased entrepreneurial activity. However, this increase was followed by a dip in 2020 (78.46). By 2021, the startup rate had recovered and improved further (84.84).

The region has mostly underperformed the UK average throughout this period, as the UK maintained a higher average startup rate each year, starting at 96.91 in 2016 and ending at 88.05 in 2021.

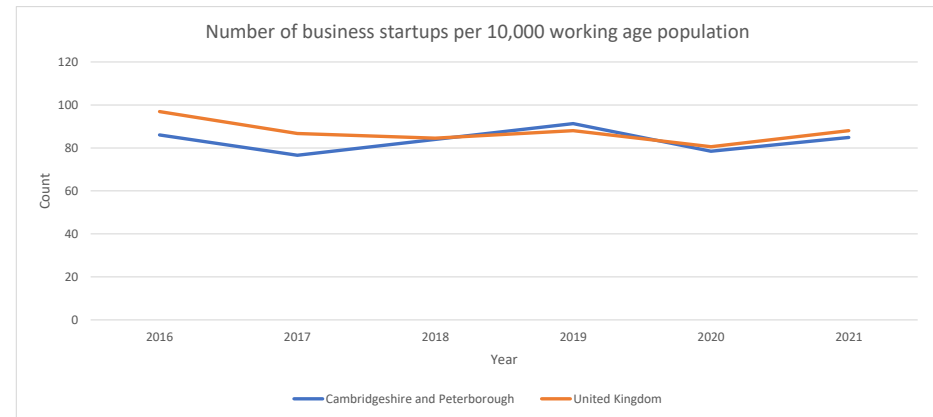
Date of Latest Available Data	Previous Period	Current Period	Change in Performance	Direction for Improvement	Direction of Travel	RAG Rating against direction of travel	Target	RAG Rating against target
Jun-21	80.56	88.05	9.30%	↑	↑	Green	N/A	Target N/A

### Metric Description

The metric measures the count of newly established businesses within Cambridgeshire and Peterborough. Tracking the number of business startups provides insights into the region's attractiveness for entrepreneurs, investment climate and economic dynamism.

The data for this metric is collected from the Inter Departmental Business Register (IDBR), maintained by the Office for National Statistics (ONS). The IDBR stores comprehensive records of all businesses registered in the UK and tracks their activities.

There are limitations in measuring this metric to the support the progress indicator of business environment and growth. The metric captures only the number of business startups and does not provide information about their size and industry sector. Also, it may not include unregistered startups, potentially underrepresenting the full extent of entrepreneurial activity in the region.



### Dataset Link(s)

<https://www.ons.gov.uk/businessindustryandtrade/business/activitysizeandlocation/datasets/businessdemographyreferencetable>

### Actions

The Community Renewal Fund is targeting deprived communities including those in Fenland and Peterborough. Interventions include individuals skills training, business grants for internships and advice for business start-ups.

**Commentary**

The figures reveal an overall positive trend in the amount of new housing completions relative to the population for Cambridgeshire and Peterborough (C&P). Starting at 4.14 new housing completions per 1000 of the population in 2014/15, there was a dip to 3.35 in 2015/16. The following years saw fluctuations, with an increase to 3.59 in 2016/17 and 3.75 in 2017/18. The trend then continued upwards, reaching 4.31 in 2018/19. The data highlights a significant surge to 5.25 new completions. The completions then saw a decline to 4.11 in 2020/21. Comparing these figures to the regional and national averages, the data indicates that C&P's housing completions per 1000 of the population have consistently been higher than those in the East region and the national average for England. While C&P experienced fluctuations, the East region's averages remained relatively lower, with East of England starting at 2.45 in 2014/15 and reaching 3.52 in 2020/21. Similarly, England's averages started at 2.60 in 2014/15 and reached 3.09 in 2020/21. These comparisons emphasize C&P's housing development relative to its population but does not necessarily show that this is enough for demand of housing. Over the last twenty years, England's housing stock has gone up by 19%, whilst Cambridgeshire and Peterborough's stock has gone up by 29% (source: dwelling stock estimates from ONS live tables). Our housing delivery rate has been one of the highest in the country. An important factor for this metric is the underlying rate of population growth.

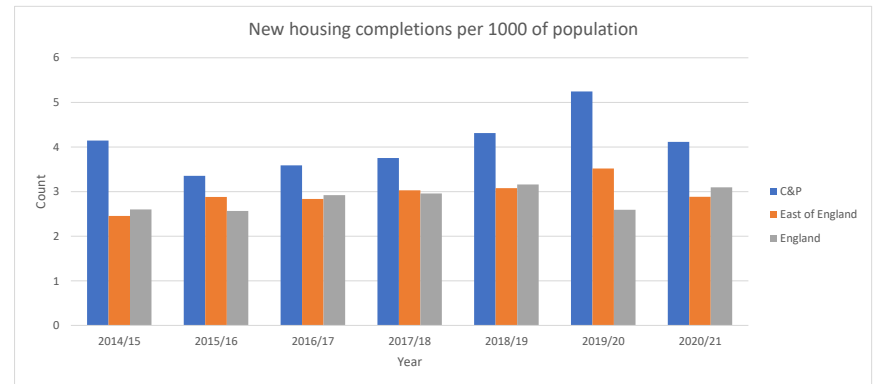
Date of Latest Available Data	Previous Period	Current Period	Change in Performance	Direction for Improvement	Direction of Travel	RAG Rating against direction of travel	Target	RAG Rating against target
Mar-21	5.25	4.11	-21.55%	↑	↓	Red	N/A	Target N/A

**Metric Description**

This metric measures the annual number of new housing completions per 1000 of the population in Cambridgeshire and Peterborough, offering insights into the relationship between housing development and population growth.

The data for this metric is sourced from the Office for National Statistics (ONS) Housebuilding: UK Permanent Dwellings Started and Completed by Local Authority dataset. The dataset provides comprehensive information on the number of new dwellings started and completed by local authority.

There is a limitation in using this metric. The metric does not consider other factors that might influence housing development, such as economic conditions, land availability, and planning regulations.



**Dataset Link(s)**

<https://cambridgeshireinsight.org.uk/planning/monitoring-housing-business-and-renewable-energy-development/>  
<https://www.ons.gov.uk/peoplepopulationandcommunity/housing/datasets/housebuildingukpermanentdwellingsstartedandcompletedbylocalauthority>

**Actions**

Our constituent councils are responsible for setting housing targets and making allocations in their local plans. The Combined Authority is supporting delivery of new housing through its investment in transport infrastructure, and developing an Infrastructure Delivery Framework to identify solutions to combatting barriers to supplying sufficient water and energy for new homes plans. This will support developers to build new homes in Cambridgeshire and Peterborough.

**Commentary**

Cambridgeshire and Peterborough had 62 Local Super Output Areas (LSOAs) in the 20% most relatively deprived nationally in 2016 – six more than in 2015. Three are in Cambridge City, one more than 2015. Two are in Huntingdonshire, the same as 2015. Eleven are in Fenland, one less than in 2015, and of these, four are in the 10% most relatively deprived nationally. 46 are in Peterborough, six more than in 2015, and of these, 16 are in the 10% most deprived nationally, two less than in 2015. Neither East Cambridgeshire or South Cambridgeshire have any LSOAs in the top 20% most deprived nationally. The overall trend for this metric will be reviewed further as the two year data points are not enough to show projections.

The Indices of Multiple Deprivation are made up of seven different domains: Living Environment, Barrier to Housing, Crime, Health, Education, Employment and Income. These are added together and weighted accordingly to calculate the overall score of multiple deprivation. Using these, you can determine which domains are affecting the LSOAs or district the most in terms of levels of deprivation. The second graph below shows the Cambridgeshire and Peterborough breakdowns of these domains, showing the percentage of LSOAs in each decile nationally, for each domain. It shows that Cambridgeshire and Peterborough have Barriers to Housing as the region's worst scoring domain.

Date of Latest Available Data	Previous Period	Current Period	Change in Performance	Direction for Improvement	Direction of Travel	RAG Rating against direction of travel	Target	RAG Rating against target
Jul-19	54	62	12.90%	↓	↑	Red	N/A	Target N/A

**Metric Description**

The metric measures the number of LSOAs in the 20% most deprived nationally within Cambridgeshire and Peterborough. It draws data from the English Indices of Deprivation 2019, a dataset provided by the Ministry of Housing, Communities & Local Government. This metric highlights the variations in deprivation across different local authorities within the region, providing insights into areas with greater disparities and potential social inequalities.

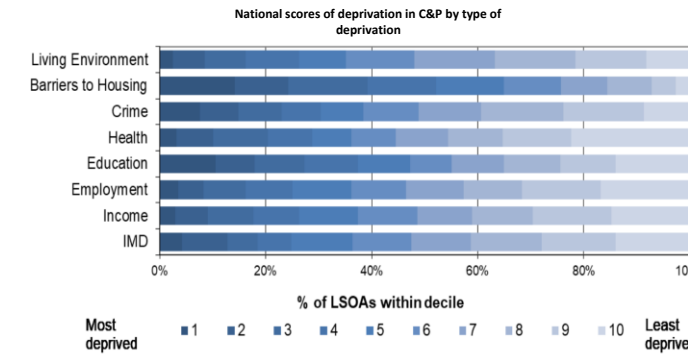
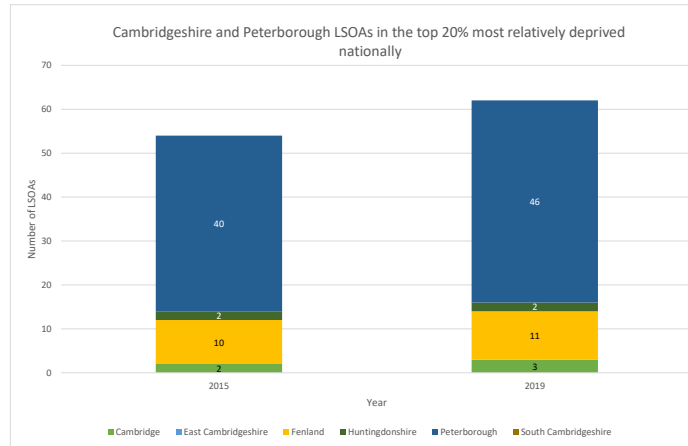
There have been some changes to the IMD since 2010 such as changes to indicators used. Almost all of the indicators in the Indices of Deprivation 2015 have been updated with little or, at most, minor changes. There are a small number of new or modified indicators:

- two new indicators have been added due to the introduction of Universal Credit into the benefits system
- two indicators have been modified due to changes to the benefit system.

There have been no changes in the geographies used when compared to the 2015 IMD. These remain based on 2011 LSOAs. Fortunately, the weightings of the indicator groups have remained the same since 2015.

There are some limitations to this metric. A limitation of this metric is that the latest reported data were from 2019. Please note the IMD cannot be used to:

1. Show how deprived a place is: IMD measures relative deprivation, and relative change.
2. Measure absolute change over time: scores are relative to each other and may not represent real change
3. Say how affluent a place is: indicators identify aspects of deprivation, not affluence.
4. Identify deprived people: IMD measures relative deprivation of an area. Within every area there will be those who are deprived and those who are not.



**Dataset Link(s)**  
[https://view.officeapps.live.com/ov/view.aspx?src=https%3A%2F%2Fassets.publishing.service.gov.uk%2Fgovernment%2Fuploads%2Fsystem%2Fuploads%2Fattachment\\_data%2Ffile%2F833973%2Ffile\\_2\\_-\\_loD2019\\_Domains\\_of\\_Deprivation.xlsx&wdOrigin=BROWSELINK](https://view.officeapps.live.com/ov/view.aspx?src=https%3A%2F%2Fassets.publishing.service.gov.uk%2Fgovernment%2Fuploads%2Fsystem%2Fuploads%2Fattachment_data%2Ffile%2F833973%2Ffile_2_-_loD2019_Domains_of_Deprivation.xlsx&wdOrigin=BROWSELINK)

**Actions**  
 A key Combined Authority funded project that is tackling deprivation head-on is the University of Peterborough, which is entering Phase 3. Another programme is the Community Renewal Fund, which has targeted deprived communities including those in Fenland and Peterborough. Interventions include individuals skills training, business grants for internships and advice for business start-ups.



**Commentary**

The time series from 2015 to 2021 shows Cambridgeshire and Peterborough exhibiting a positive trend in the percentage of the working age population with level three, four, and above qualifications. Starting at 57.20% in 2015, this percentage declined slightly to 55.90% in 2016 and 55.40% in 2017. However, it significantly increased from 2018 onwards, reaching 64% in 2021. England's working age population also saw an upward trend, rising from 52% in 2015 to 58.20% in 2021.

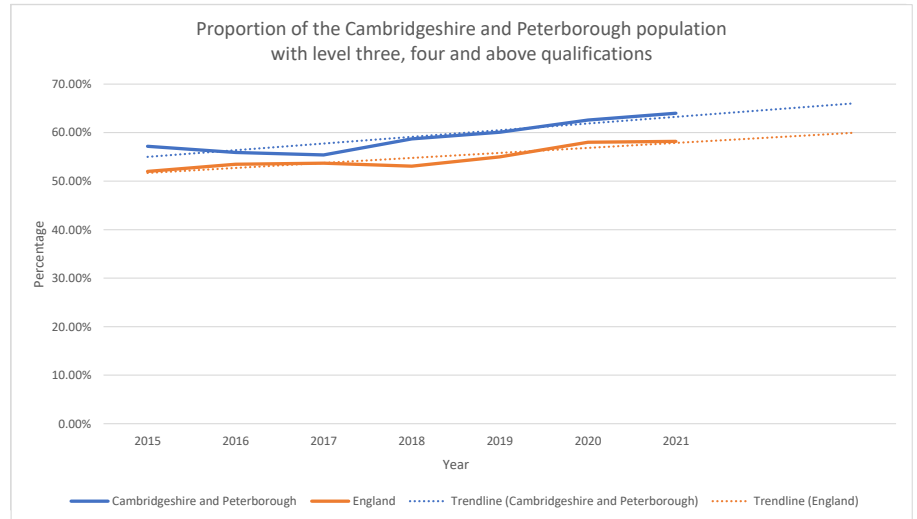
Date of Latest Available Data	Previous Period	Current Period	Change in Performance	Direction for Improvement	Direction of Travel	RAG Rating against direction of travel	Target	RAG Rating against target
Aug-21	62.60%	64.00%	1.40%	↑	↑	Green	N/A	Target N/A

**Metric Description**

This metric measures the percentage of individuals aged 16 to 64 within Cambridgeshire and Peterborough (C&P) who possess qualifications at level three, four and above. By measuring this metric, the C&P can provide valuable insights in educational attainment and skill level of the working-age population in C&P.

The data are obtained from the Office for National Statistics (ONS) dataset of "percentage of 16-64 population that hold a qualification at Level 3 or above".

Limitations of this metric are changes in migration patterns or demographic shifts may influence the indicator over time, impacting the comparability of data across different periods. The data might not capture the quality and relevance of the qualifications, and some qualifications might not align with the National Qualifications Framework.



**Dataset Link(s)**

[https://oflog.data.gov.uk/adult-skills?show\\_selected\\_la=Show+selected+authorities&show\\_cipfa\\_nns=Compare+to+CIPFA+Nearest+Neighbours](https://oflog.data.gov.uk/adult-skills?show_selected_la=Show+selected+authorities&show_cipfa_nns=Compare+to+CIPFA+Nearest+Neighbours)

**Actions**

The CA is actively marketing Level 3 courses. As outlined in the Employment and Skills Strategy, the CA is committed to doubling Level 3 qualifications that we commission year on year. We continue to develop Level 3 Skills Bootcamps and have commissioned new courses in more sectors for this academic year. We're working with our partner training providers to ensure there is a comprehensive Level 3 offer for all our residents aligned to employer demand.

The development of ARU Peterborough ensures that provision is available at Level 4 and above in a HE cold spot where there was limited access to HE previously.

**Commentary**

In Cambridgeshire and Peterborough, this metric began in 2017 at 3928 achievements per 100,000 population. Subsequent years saw fluctuations, with a decline to 3400 in 2018. Notably, a significant drop occurred in 2019 to 2214, followed by a slight recovery in 2020 to 2297. However, in 2021, the metric decreased again to 2204. Comparatively, England's achievements commenced higher in 2017 at 4760, followed by decreases to 4419 in 2018 and 3453 in 2019. A small improvement occurred in 2020 to 3250, yet the trend continued downward to 3117 in 2021. The time series shows an overall negative trend, consistent with the national trend. Comparator Combined Authority data are consistent with the national trend. Compared to other Combined Authorities, C&P is the second lowest in 19+ further education and skills achievements in 2021 after West of England.

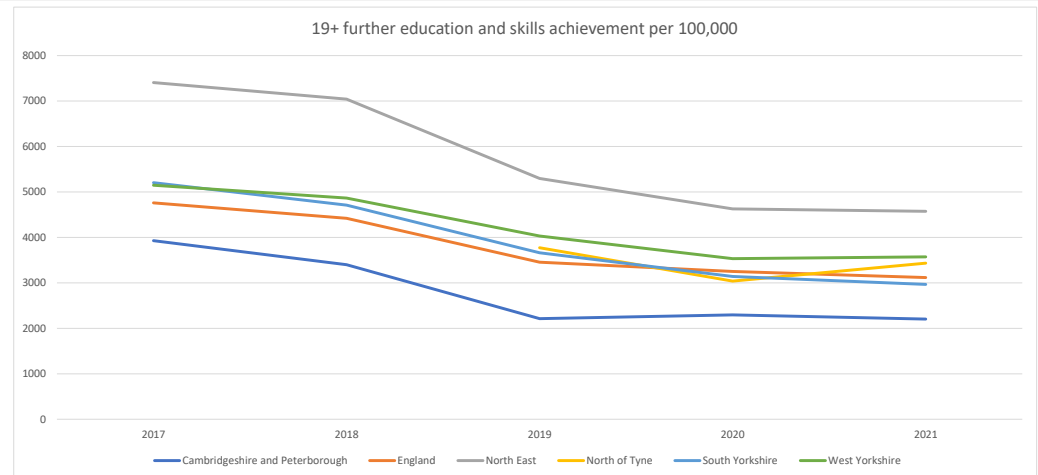
Date of Latest Available Data	Previous Period	Current Period	Change in Performance	Direction for Improvement	Direction of Travel	RAG Rating against direction of travel	Target	RAG Rating against target
Aug-21	2297	2204	-4.21%	↑	↓	Red	N/A	Target N/A

**Metric Description**

The metric measures the number of successful achievements in further education and skills training attained by individuals aged 19 and above, per 100,000 population within Cambridgeshire and Peterborough. This metric can be effective in evaluating the attainment of further education and skills qualifications among adult learners. It provides insights into the region's commitment to lifelong learning and workforce development, addressing skills gaps and promoting employability.

The data for this metric are collected from the Individualised Learner Record (ILR) by the Department for Education (DfE). The ILR contains detailed information about learners, their qualifications, and the courses they undertake.

There are limitations to this metric. It focuses on the number of qualifications achieved and may not capture the quality or relevance of the qualifications obtained. Due to the aggregated measure, it does not account for variations in the types of skills and courses completed, which could range from basic skills to advanced professional certifications. The data may not capture all adult learners, particularly those engaged in informal or non-accredited learning.


**Dataset Link(s)**

<https://department-for-education.shinyapps.io/local-skills-dashboard/>  
[Local Authority Data Explorer - DLUHC Data Dashboards](#)

**Actions**

The CA is launching a new skills brokerage in January 2024, which will be a one-stop-shop for learners looking for courses. It will incorporate a new all-age careers service making advice accessible to all our residents.

We continue to work with all our partners to ensure provision is accessible to all. Our commissioning is targeted to communities in most need to tackle skills gaps and education deprivation.

We work closely with the Chamber of Commerce in the development of the local Skills Improvement Plan.

We continue to establish ourselves as a system leader within the skills landscape, working with the Department for Work and Pensions and other partners, to ensure best value and avoidance of duplication.

**Commentary**

From 2015 to 2021, total annual net carbon emissions in Cambridgeshire and Peterborough (C&P) declined from 7,021.0 ktCO2 in 2015 to 6,371.9 ktCO2 in 2021. This reduction reflects the national and local efforts to curb carbon emissions. A larger dip in CO2 emissions in 2020 and subsequent increase in 2021 was partly due to the effects of the Covid-19 pandemic. The total comprises distinct categories such as "Industry Total," "Commercial Total," "Public Sector Total," "Domestic Total," "Transport Total," "Land Use and Agriculture," "Agriculture Total," and "Waste Management Total." Each of these categories contributes to the overall trend observed in the total emissions. The declining CO2 emissions signify progress towards net zero goals and highlight the impact of measures taken to mitigate carbon footprint. The overall trend in the time series shows a positive trend during 2015-2021. However, after the global pandemic lockdowns in 2021, an increase in CO2 emissions can be observed and does not align with the target trajectory to achieve net zero goals. The next release of CO2 data will be reviewed against the target trajectory.

Date of Latest Available Data	Previous Period	Current Period	Change in Performance	Direction for Improvement	Direction of Travel	RAG Rating against direction of travel	Target	RAG Rating against target
Jun-21	5951	6372	6.61%	↓	↑	Red	6372	Red

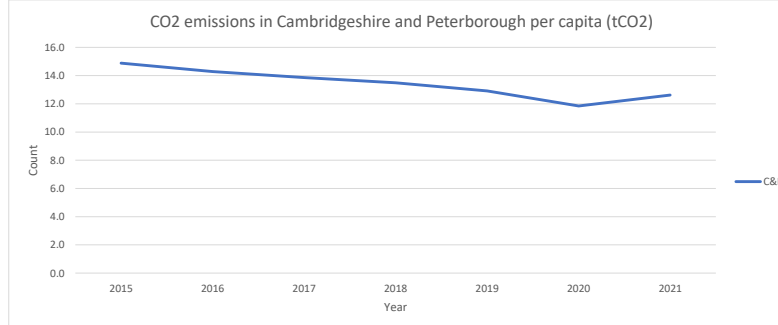
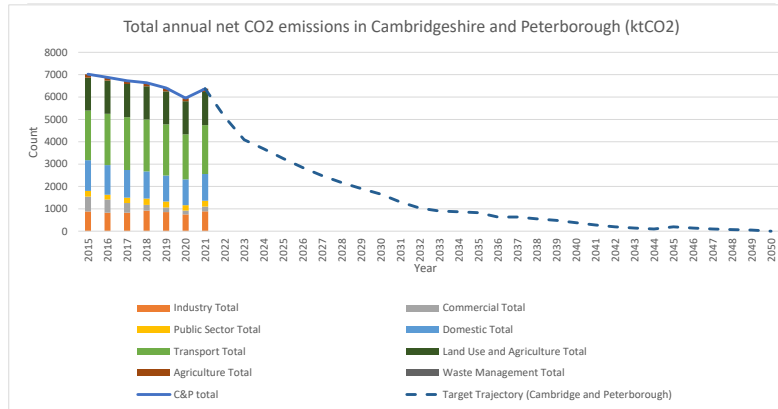
**Metric Description**

Analysing the total carbon dioxide emissions data is critical to assess the sustainability and the impacts of all activities in Cambridgeshire and Peterborough. These emissions are a result of various human activities, including energy production, transportation, industrial processes, land and residential activities. It helps to determine the extent to which the region is contributing to climate change and can be used to track progress in reducing emissions over time.

The data for this metric are sourced from the Department for Business, Energy & Industrial Strategy (BEIS). BEIS collects and compiles data from various sources, including emissions data reported by industries, energy providers and transportation sectors.

There are two targets to achieve net zero. The CPCA is committed to achieving net zero emissions of its own operations by 2030. The Cambridgeshire and Peterborough Climate Partnership has set a goal of reaching net zero for their Cambridgeshire and Peterborough region as a whole by 2050. A target trajectory has been produced to outline the reductions required to reach this goal.

A limitation of this metric is that it measures CO2 not CO2 equivalent gases. Cambridgeshire and Peterborough's net zero by 2050 target is based on CO2 equivalent gases. This metric will be developed further to achieve greater alignment with the target measure.



**Dataset Link(s)**

<https://www.gov.uk/government/collections/uk-local-authority-and-regional-greenhouse-gas-emissions-national-statistics>

**Actions**

The CA has a major convening role, including being the accountable body for the Greater South East Net Zero Hub and lead organisation for the Cambridgeshire and Peterborough Climate Partnership with an associated Climate Action Plan 2022-25. This is driving collaborative efforts to reduce emissions, such as supporting farmers to change land use and driving the roll out of electric vehicle charging points. The Combined Authority has directly invested in a number of climate projects including a Fund for Nature and retrofitting of care homes. A climate summit took place in November 2023, that reviewed the ongoing challenge of meeting the statutory responsibility of reaching net zero by 2050, and explored actions to accelerate improved performance. The CA's main lever of direct impact is through its transport responsibilities. As Strategic Transport Authority the CA is bringing forward a refreshed Local Transport and Connectivity Plan with an emphasis on active travel, reduction in fossil fuel use and supporting the public transport network, including a bus reform programme. Another area of focus is retrofit. Cambridgeshire Action on Energy Partnership will be deploying £10m of funding for retrofitting domestic properties and the CA is commissioning retrofit skills training opportunities.

**Commentary**

In 2015, Cambridgeshire and Peterborough's (C&P) total CO2 emissions from transport stood at 2,218 ktCO2. From 2016 to 2018, CO2 emissions increased reaching a peak of 2,360 ktCO2 in 2017. In 2019, emissions experienced a minor dip to 2,289 ktCO2, and this trend continued into 2020, dropping further to 2,012 ktCO2. Notably, 2020's value was significantly lower than pre-2020 levels, likely influenced by the Covid-19 pandemic and related restrictions. However, in 2021, CO2 emissions increased to 2,189 ktCO2. This level remains lower than the pre-pandemic peak of 2,360 ktCO2 in 2017, indicating that while some increase was observed, emissions have not fully reverted to prior levels. The overall trend of the time series during 2015-2021 show an increase during the earlier years with a decrease after 2017. Further review is needed after the next data release to show if C&P is emitting fewer CO2 from transport as the 2020 pandemic data may give the impression that the region is moving towards a negative trend.

A closer examination of the data also reveals sector-specific contributions to CO2 emissions. Road transport, encompassing A roads, motorways, and minor roads, constitutes a major portion of emissions. Among these, A roads have consistently contributed the most CO2 emissions. Diesel railways and 'Other' transport segments also contribute to the overall emissions profile.

Date of Latest Available Data	Previous Period	Current Period	Change in Performance	Direction for Improvement	Direction of Travel	RAG Rating against direction of travel	Target	RAG Rating against target
Jun-21	1,947	2,189	11.04%	↓	↑	Red	N/A	Target N/A

**Metric Description**

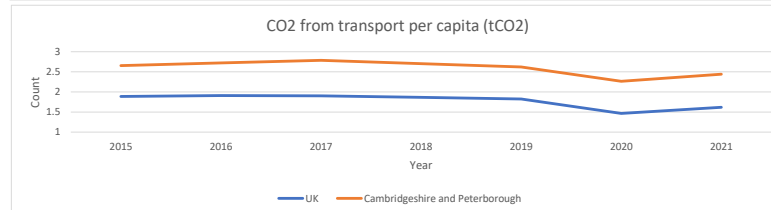
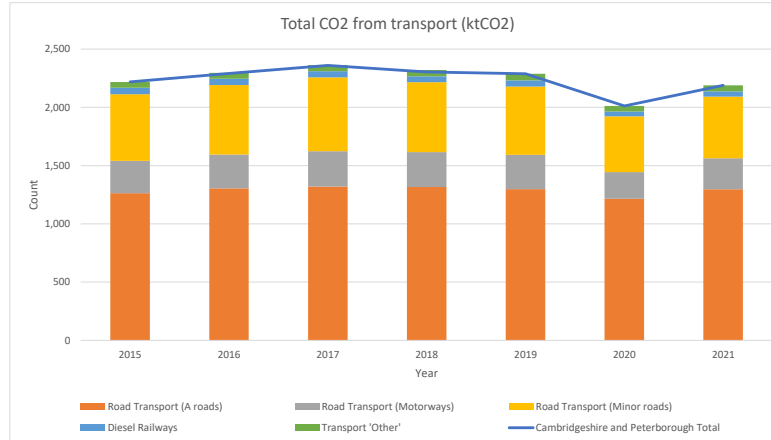
Total CO2 from transport for Cambridgeshire and Peterborough monitors the environmental impacts of transport in the region.

Transportation is a significant contributor to greenhouse gas emissions, particularly CO2. By reporting on the Total CO2 from Transport, the CA can assess and communicate the environmental impact of transportation activities.

This information is crucial for understanding the scale of emissions and taking appropriate measures to mitigate and reduce them. From this, CO2 emissions from transport in C&P can be compared with national averages.

The data for this indicator are from the Department for Business, Energy & Industrial Strategy (BEIS). The transport CO2 is categorised into road transport (A roads, motorways, minor roads), diesel railways and other transport.

A limitation of the data is that there is a lag in the reporting of data as the latest data is from 2021.



**Dataset Link(s)**

<https://www.gov.uk/government/statistics/uk-local-authority-and-regional-greenhouse-gas-emissions-national-statistics-2005-to-2021>

**Actions**

The forthcoming Bus Network Review will improve bus services and CO2 emissions. The roll out of electric vehicle charging will support more people to use electric vehicles. Improvements to pedestrian and cycle paths will increase opportunities for walking and cycling. We are campaigning for rail investment, including an upgrade to Ely rail junction that will enable movement of heavy goods to shift from road to rail.

Measures to address transport-related emissions further could include promoting public transportation, encouraging the use of electric or low-emission vehicles, enhancing cycling infrastructure, and supporting telecommuting and other sustainable mobility options. By continuing to focus on reducing CO2 emissions from transport, the CPCA can contribute to mitigating climate change and improving air quality, leading to a greener, more sustainable future for the region and achieve net zero targets.

**Commentary**

The time series data highlights the trend of fuel poverty in Cambridgeshire and Peterborough (C&P) from 2015 to 2021. In 2015, C&P's fuel poverty rate stood at 7.60%. This rate experienced a sudden increase to 9.56% in 2016, followed by a slight uptick to 9.70% in 2017. Subsequently, the rate remained relatively steady, with a decrease to 9.50% in 2018. A significant surge in fuel poverty was observed in 2019, with the rate increasing to 13.40%, marking a considerable change from the preceding years and reaching the national average. 2020 to 2021 exhibited a downward trend, with a decrease to 12.90% in 2020, and a further decline to 11.70% in 2021. Comparatively, the fuel poverty rate in C&P was generally lower than the England average throughout this period. An overall increasing trend of fuel poverty underlines the importance of consistent efforts to address energy equity and provide support to vulnerable households.

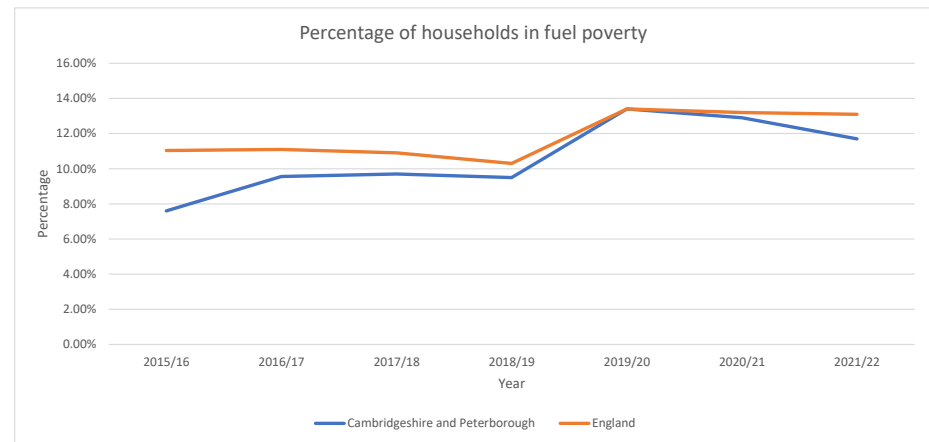
Date of Latest Available Data	Previous Period	Current Period	Change in Performance	Direction for Improvement	Direction of Travel	RAG Rating against direction of travel	Target	RAG Rating against target
Mar-22	12.90%	11.70%	-1.20%	↓	↓	Green	N/A	Target N/A

**Metric Description**

This metric measures the proportion of households within Cambridgeshire and Peterborough that are experiencing fuel poverty. Fuel poverty is defined as a situation where a household is unable to afford adequate heating to maintain a comfortable and healthy living environment, often due to high energy costs and low household income. This metric is crucial for assessing the level of energy affordability and the well-being of households in C&P. Monitoring the percentage of households in fuel poverty helps identify vulnerable communities and target interventions to address energy affordability issues.

The data for this metric is collected by the Department for Business, Energy & Industrial Strategy (BEIS) and the Department for Energy Security and Net Zero. Data is sourced through the English Housing Survey (EHS) and energy consumption records.

The metric does not capture all factors contributing to energy affordability, such as variations in household size, energy efficiency of dwellings, and local energy prices



**Dataset Link(s)**

<https://www.gov.uk/government/statistics/fuel-poverty-detailed-tables-2023-2022-data>

**Actions**

The Combined Authority action on this metric is focussed on:  
 Greater South East Net Zero Hub support for energy efficiency through homes retrofitting.  
 Investment in local renewable energy generation, such as the Solar Energy Farm.  
 Working with constituent councils to develop a Local Area Energy Plan (LEAP) for Cambridgeshire, alongside the LEAP that is already in place for Peterborough.

**Commentary**

The data on the graph covers the years 2019 and 2021. In 2019, Cambridgeshire and Peterborough (C&P) had a nature-rich land rate of 11.50%. This means that approximately 11.50% of the total land area within the region contained diverse ecosystems, wildlife habitats, and protected natural areas. By 2021, there was a decrease in the proportion of nature-rich land in the region, with the rate declining to 10.50%.

The CA is looking into the data to understand this decrease. An overall trend can be difficult to determine with two data points. We will be working towards reviewing the next data release to have a clearer picture on the changes in nature rich land in C&P. A key function of the Local Nature Recovery Strategy is to map habitats so information collected as part of the Strategy development will feed into this metric.

Date of Latest Available Data	Previous Period	Current Period	Change in Performance	Direction for Improvement	Direction of Travel	RAG Rating against direction of travel	Target	RAG Rating against target
Jul-21	11.50%	10.50%	-1.00%	↑	↓	Red	N/A	Target N/A

**Metric Description**

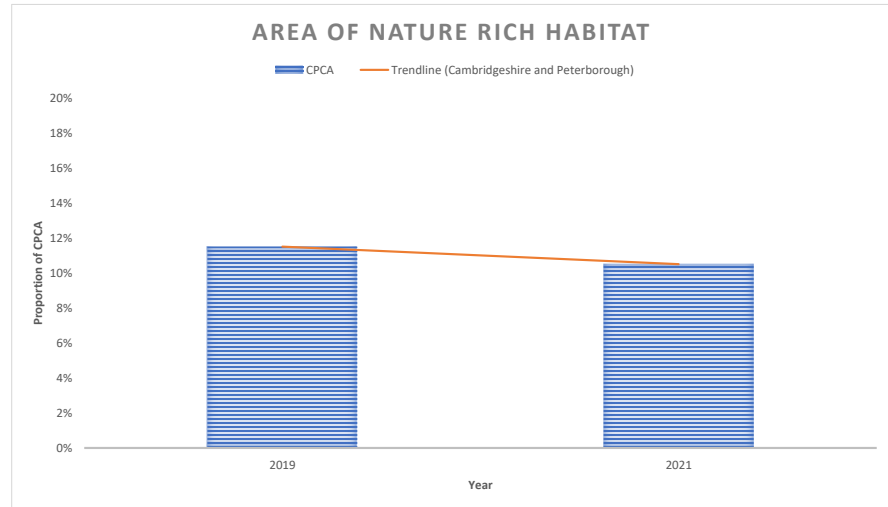
This metric measures the percentage of land in Cambridgeshire and Peterborough that is classified as nature-rich. Nature-rich land refers to areas with diverse and thriving ecosystems, including natural habitats, biodiversity hotspots and protected areas that support a wide variety of plant and animal species.

The data for this metric is sourced from the Cambridgeshire and Peterborough Parks Partnership's Natural Capital Assessment of Cambridgeshire and Peterborough. The measurement involves conducting assessments of designated nature reserves, wildlife sites, green spaces and other protected areas to estimate the total hectares of nature-rich land.

Data collection and assessment processes may not cover all natural habitats, leading to potential underrepresentation of nature-rich land.

External factors such as urbanisation, climate change and habitat degradation can influence the metric, requiring ongoing monitoring to identify changes in nature-rich land over time.

By focusing on enhancing and preserving nature-rich areas, the region can foster healthy ecosystems, protect valuable biodiversity and support sustainable land management practices to reach the Combined Authority's net zero targets.



**Dataset Link(s)**

2019: <https://www.cperc.org.uk/downloads/Cambridgeshire%20habitat%20mapping%20-%20final%20report.pdf>  
 2021: <https://cpparkspartnership.org.uk/wp-content/uploads/2023/01/Cambridgeshire-Peterborough-natural-capital-report.pdf>

**Actions**

The Combined Authority has limited direct responsibility for the management of land. However, in 2023 the Combined Authority was given the new statutory responsibility to produce a Local Nature Recovery Strategy by 2025. This will be developed in partnership with Natural Cambridgeshire, incorporating many local environmental organisations, and will map existing areas of nature rich habitat and identify priorities for recovery and expansion. The Combined Authority also has a Fund for Nature as is investing in specific projects to increase biodiversity.

Understanding the reasons behind the decrease in nature-rich land and conducting comprehensive assessments of the region's ecosystems will aid in formulating targeted conservation plans. Collaborative efforts among governmental bodies, conservation organisations, and local communities are essential to promote sustainable land management practices and preserve the valuable biodiversity and ecosystem services.

**Commentary**

The time series depicts a fluctuating trend in the number of KSI casualties within Cambridgeshire and Peterborough (C&P) during 2015-2021. Progress in reducing KSI casualties took place during 2018 to 2020, however the KSI count rose in 2021. The decrease in 2020 may be due to the effects of Covid-19 travel restrictions. A linear trendline shows that current levels of progress may not be enough to reach the 2030 target.

Date of Latest Available Data	Previous Period	Current Period	Change in Performance	Direction for Improvement	Direction of Travel	RAG Rating against direction of travel	Target	RAG Rating against target
Dec-21	395	435	9.20%	↓	↑	Red	353	Red

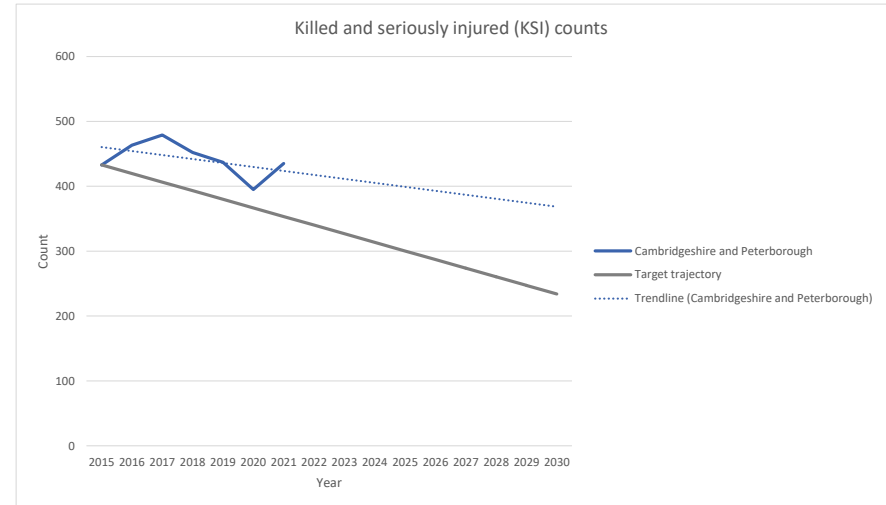
**Metric Description**

The KSI measures the number of individuals who have been killed or seriously injured in road traffic accidents in Cambridgeshire and Peterborough. This measures progress towards creating a safe region that ensures the safety of all users of the road network.

The data for this metric are published by the Department for Transport's (DfT) national statistics on road accidents and casualties. The data are sourced from reporting agencies such as law enforcement, emergency services, and local authorities.

The Cambridgeshire and Peterborough Vision Zero Partnership has adopted the goal of zero deaths or severe serious injuries in the partnership area by 2040 and a 50% reduction in KSI casualties by 2030 (234 people killed or seriously injured in Cambridgeshire and Peterborough by 2030).

Limitations of this measure include the potential underreporting of incidents, subjectivity of injury severity classification, and reporting delays that may affect data accuracy and timeliness. Also, the metric focuses on KSI casualties and may not capture less severe injuries or property damage-only accidents. Despite these limitations, the KSI indicator remains a crucial indicator for identifying areas of improvement and implementing safety measures to reduce fatalities and serious injuries on the roads.



**Dataset Link(s)**

<https://roadtraffic.dft.gov.uk/custom-downloads/road-accidents>

**Actions**

Continued implementation of road safety measures and interventions to sustain the downward trend in KSI casualties and improve overall road safety in the area.

**Commentary**

Walking and cycling mode share has fluctuated. Travelling by walking through the Cambridge City boundary, River Cam Screenline and Market Towns was highest in 2019 with 45,023 entries and exits. There was a significant drop in 2020, which can be linked to the Covid-19 pandemic. Cycling followed a similar trajectory, showing a high proportion of trips in 2019 before a dip in 2020, and then recovering in 2021 but not recovering to pre-pandemic levels. Car travel continues to be the primary mode of transportation within the C&P region. The proportion of car travel particularly increased due to the effects of Covid-19. Motorcycles and light goods vehicles usage displayed minor variations, indicating relative stability in these modes. Bus usage fluctuated, with an increase in 2019 and then a subsequent decrease in 2020. Sustainable mode share fluctuated. There was a significant decline in 2020, potentially linked to the challenges of the pandemic. However, the sustainable mode share rebounded in 2021. Overall, the data underscore the significance of car travel in the region while also highlighting efforts to promote sustainable transportation modes. Fluctuations in mode share may be influenced by various factors, such as infrastructure developments, economic conditions and external events. The shifts in sustainable mode share reveal the nature of transportation behavior and the ongoing need for policies that encourage eco-friendly modes of commuting.

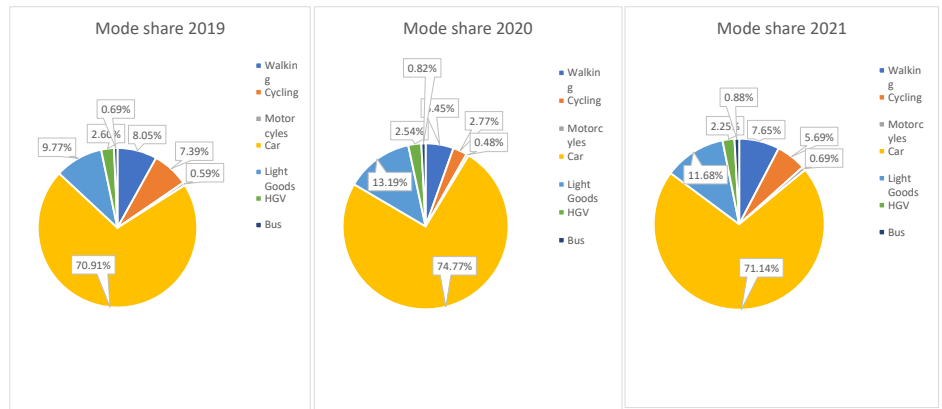
Date of Latest Available Data	Previous Period	Current Period	Change in Performance	Direction for Improvement	Direction of Travel	RAG Rating against direction of travel	Target	RAG Rating against target
Oct-21	9.03%	14.23%	5.20%	↑	↑	Green	N/A	Target N/A

**Metric Description**

This metric offers insights into the distribution of transportation modes used by individuals within Cambridgeshire and Peterborough from 2019 to 2021. This metric analyses the proportion of journeys undertaken by various modes of transportation, such as walking, cycling, public transport, motorcycles (including mopeds, scooters and motor cycle combinations), light goods, HGV and car usage. Data for this metric are sourced from the Cambridgeshire County Council's official road traffic data repository. The data are collected through sensors that capture movements entering leaving the Cambridge City boundary, River Cam crossings and Market Towns.

The performance recorded in this metric is the proportion of sustainable mode share in C&P. This comprises walking, cycling and bus travel.

While the metric provides a valuable snapshot of transportation preferences, it might not capture nuanced variations across different routes or purpose of travel. Additionally, it may not account for potential shifts in transportation behavior due to external factors such as special events or temporary circumstances. Also, the data are incomplete because only Cambridge, East Cambridgeshire, Fenland and Huntingdonshire have reported data for this metric. Another limitation is that there are no specific mention of electric-powered transport modes in the data for example, electric scooters.



**Dataset Link(s)**

<https://www.cambridgeshire.gov.uk/residents/travel-roads-and-parking/roads-and-pathways/road-traffic-data>

**Actions**

The Combined Authority sets the strategic policy position - with the emerging Local Transport and Connectivity Plan establishing a baseline and a direction of travel for the organisation and partners. During the development of the Plan the CA has advocated for the use of sustainable transport modes. In addition, we have employed an Active Travel Lead who promotes behavioural change and assists in the development of funding bids for active travel modes and non-motorised modes. Due to the nature of this work - the outputs from this work (specifically in relation to modal shift) will take time to materialise.



**Commentary**

The 12-month rolling average of active contract waivers reveals an upward trend from March 2023 to September 2023 with the maximum active waivers of 8 in the latest data period. While the increase in active waivers could be attributed to the unique needs of projects, it's crucial to closely examine the nature and reasons behind each waiver to identify patterns and potential areas for improvement. However, the increase in active waivers demonstrates that some waivers are for a longer term and the desire to lower active waivers is evident. The data reflects ongoing efforts to manage contract waivers while aiming for balance.

Date of Latest Available Data	Previous Period	Current Period	Change in Performance	Direction for Improvement	Direction of Travel	RAG Rating against direction of travel	Target	RAG Rating against target
Sep-23	7.42	7.92	7%	↓	↑	Red	N/A	Target N/A

**Metric Description**

Contract waivers refer to the formal granting of exceptions or relaxations from specified terms or obligations outlined in contractual agreements. These waivers are typically authorised by the Combined Authority to address specific circumstances that may arise during the implementation of projects. The waivers allow for deviations from contractual terms while ensuring that the overall commitments are upheld.

Tracking the number of active contract waivers provides valuable insights into the flexibility and adaptability of our procurement processes. It helps the CA identify areas where waivers are frequently requested and evaluate the effectiveness of our contractual requirements. By monitoring this metric, the CA can assess our ability to respond to unique circumstances and identify opportunities for streamlining the CA's procurement procedures. The goal is to reduce the number of waivers that are active over time. A decrease in waivers suggests that the Combined Authority's (CA) procurement processes are well-aligned with its needs, minimising the requirement for exceptions and waivers. It signifies that the CA's contractual requirements are clear, comprehensive, and effectively address the unique needs of projects. A decrease in waivers also indicates improved efficiency and compliance with established procedures, reducing risks and potential delays in project execution. The data shows the number of active waivers over rolling 12 month average. This is utilised to provide a more stable representation of the trend over time.

The data for this metric is collected through the internal tracking system used by the procurement office. This enables the CA to accurately track the number of active waivers over a specific period.

It is also important to consider limitations of the metric. External factors such as changes in regulations and unforeseen circumstances can lead to the need of increasing waivers but does not necessarily indicative of contract management and performance issues.



**Dataset Link (s)**

**Actions**

1. Work is currently been undertaken to establish a Single Assurance framework within the CA which will involve procurement from the beginning for business cases coming up, which then enables better planning and mitigates the need for waiver processes
2. After an external procurement audit review, an action plan is being developed to streamline procurement processes
3. Gateways processes, and a process map will be developed for officers as guidance on procurement processes
4. Training will be provided to officers once improvement work has been implemented and new implemented and processes are in place

**Commentary**

The data presented covers 2019/20 to 2023/24 to date. In 2019/20, the CPCA achieved 100% success rate in delivering projects on time. However, this was followed by a decline to 43% in 2020/21, reflecting a challenge in maintaining the same level of timeliness. The year 2021 saw a further reduction to 0%, although only a very small number of projects completed and the delays were within 6 months, but nevertheless indicating potential issues in project schedule. A positive shift occurred in 2022/23, as the CPCA regained a 100% success rate in on-time project delivery. The 2023/4 data is currently at 0% as of August 2023, however underperformance only relates to one project and it was caused by supplier delays to the delivery of electric buses (outside our control). The trajectory indicates the region's projection to consistently improve and eventually attain a 100% success rate in project timeliness.

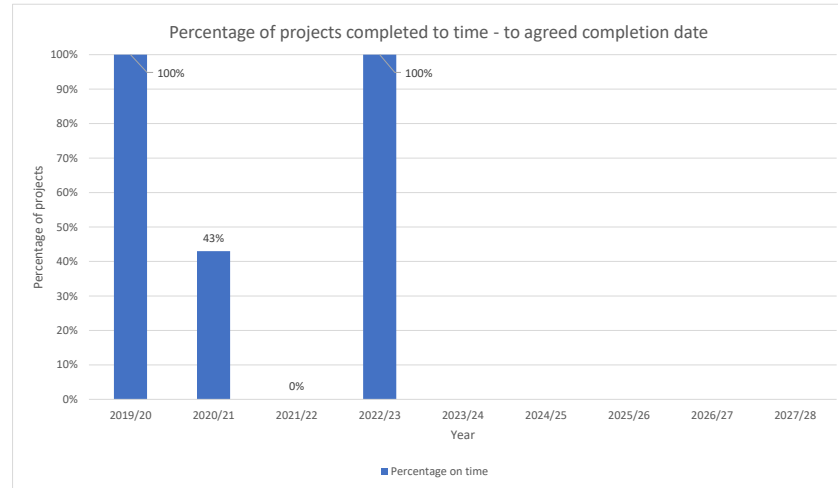
Date of Latest Available Data	Previous Period	Current Period	Change in Performance	Direction for Improvement	Direction of Travel	RAG Rating against direction of travel	Target	RAG Rating against target
Mar-23	0.00%	100.00%	100%	→	↑	Green	100%	Green

**Metric Description**

This metric evaluates the timeliness of project completions within the Combined Authority (CA). This metric relies on data recorded by the Programme Management Office. It offers insight into the organisation's project management efficiency, reflecting the proportion of projects that adhere to their scheduled timelines.

A target of 100% was set by the Programme Management Office.

While the metric provides a valuable indicator of project management effectiveness, it may not capture the complexities that can affect project schedules. Factors beyond control, such as unexpected external influences or changes in project scope, can impact the accuracy of this metric. Moreover, the metric doesn't provide a detailed view of the reasons behind potential delays, limiting its ability to convey the full context of project outcomes.



Financial year	Projects completed	Projects on time - agreed
2019/20	1	1
2020/21	7	3
2021/22	4	0
2022/23	2	2

**Dataset Link(s)**

**Actions**

Further work is planned on reporting which will allow greater scrutiny of which projects are on track and off track. Improvements to performance and an embedded change control process will also support with this.

**Commentary**

The website accessibility score for the Combined Authority's website has stayed at 82% since May 2023. This was a fall of one percentage point from the score of 83% at the end of the 2022/23 financial year.

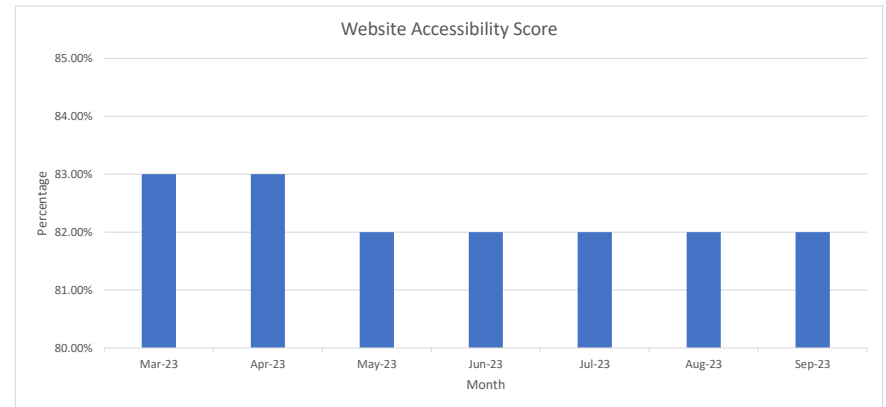
Date of Latest Available Data	Previous Period	Current Period	Change in Performance	Direction for Improvement	Direction of Travel	RAG Rating against direction of travel	Target	RAG Rating against target
Sep-23	82.00%	82.00%	0%	↑	→	Amber	N/A	Target N/A

**Metric Description**

This metric measures the level of accessibility of the Combined Authority's (CA) website to individuals with disabilities. This indicator demonstrates the CA's efforts to ensure that its website is accessible to all individuals, including those with visual, auditory, cognitive, or mobility impairments. It promotes equal access to information, services, and opportunities, and reflects the authority's commitment to inclusivity and meeting legal requirements related to accessibility.

Making our website easy for everyone to use and understand means that we can be as open and transparent as possible. We are working on ensuring full compatibility with established accessibility standards: Web Content Accessibility Guidelines (WCAG 2.1). Assessment of WCAG compliance can be very qualitative, so we use the assessment tool SilkTide, which specialises in accessibility best practice for local authority websites.

While the accessibility score is a useful indicator, it may not capture the full user experience of individuals with disabilities. User feedback and real-world testing by individuals with diverse disabilities can provide valuable insights beyond automated assessments. Additionally, as technology and accessibility standards evolve, it is important to regularly update the evaluation criteria and adapt to emerging accessibility requirements.



**Dataset Links(s)**

- [https://cambridgeshirepeterborough-ca.gov.uk/WCAG 2.1 guidelines](https://cambridgeshirepeterborough-ca.gov.uk/WCAG-2.1-guidelines)
- <https://www.gov.uk/service-manual/helping-people-to-use-your-service/understanding-wcag#meeting-government-accessibility-requirements>

**Actions**

Our website is large, and challenges such as the separate hosting of the meeting section via CMIS and the large number of PDFs and other documents that we must host mean that technical accessibility issues are an ongoing challenge. Our web developers are working through these on our behalf, as this technical resource does not exist inhouse. As this progresses our accessibility rating is anticipated to rise.

## Metric 19: Proportion of staff who have completed Data Protection and Information Security courses

### Commentary

The CA recruited more members of staff during Jul-Sep23 which contributed to the temporary decrease in the percentage of completed courses in July 2023. This figure has steadily risen in Q2 and was 97.33% at the end of September 2023. The overall trend of the time series show a steady increase from October 2022. As all new staff are required to complete these courses, the performance is projected to reach the target of 100%

Date of Latest Available Data	Previous Period	Current Period	Change in Performance	Direction for Improvement	Direction of Travel	RAG Rating against direction of travel	Target	RAG Rating against target
Sep-23	96.77%	97.33%	0.55%	↑	↑	Green	100%	Amber

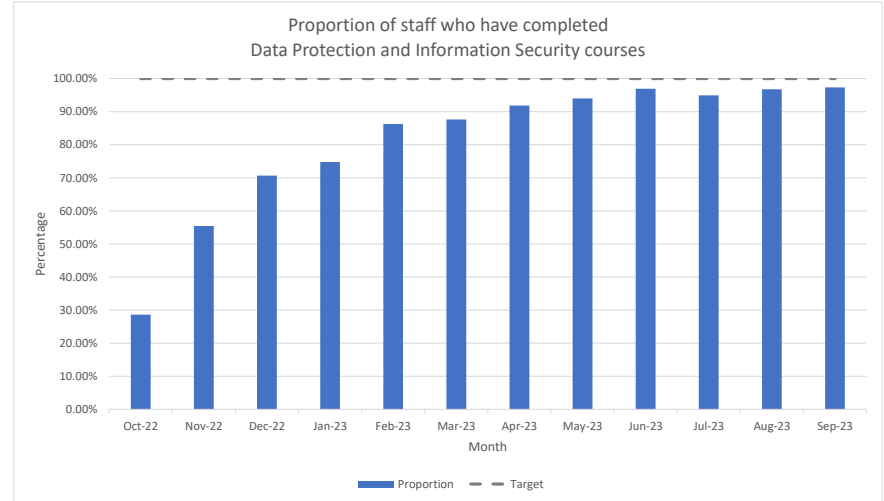
### Metric Description

The Data Protection course was introduced to staff on 1 September 2021 and the Information Security course introduced in September 2022. Employees complete the courses when they join the CPCA (or when the course was first introduced for staff already in post) and then again on the anniversary of completion of the previous year's courses. The aim is to ensure that all staff (temporary/permanent/contractors/interims) complete the mandatory Data Protection and Information Security courses within their first week of employment with the CPCA. The completion of the course indicates that staff are carrying out the training. The quiz at the end of the course indicates that the person understands the training provided.

This indicator measures the percentage of staff within the Combined Authority (CA) who have successfully completed Data Protection and Information Security courses. The metric reflects the level of training and awareness among employees regarding data protection practices and information security protocols. It provides insights into the organisation's ability to safeguard sensitive data and mitigate risks associated with data breaches or unauthorised access. By monitoring the completion rates, the CA can assess the effectiveness of training initiatives and overall compliance with data protection regulations and information security best practice. As for the data, the data starts from October 2022 because this was the first time the information security course has been introduced.

There are limitations within this indicator. The completion of courses does not necessarily indicate the effectiveness of the training in enhancing employees' knowledge or changing their behaviors. Additional metrics, such as post-training assessments or real-world performance indicators, may be needed to evaluate the impact of the training on staff's data protection and information security practices.

The target of 100% was set by the CA's Data Protection Officer, as it is essential that all staff complete the two courses.



### Dataset Link(s)

### Actions

Regular communication to be sent out to staff as reminders of Data Protection/Information Security course requirements. Regular spot checks on the office to take place eg make sure that confidential papers are not left on desks, check photocopier for left papers, ensure that screens are locked. Devise a quiz to go on staff newsletter.

**Commentary**

The aim is for 90% or above of requests to be completed within the statutory 20 days. However, it should be noted that there is a provision within the FOI/EIRs Acts for extensions to be applied. In 2020, the 90% was not achieved but some of the reasons were for extensions to be considered under the public interest test. The overall trend from the past 3 years shows a steep increase in responding to FOIs efficiently by reaching the target of 100%. The projection for the next year is to consistently achieve the 100% performance.

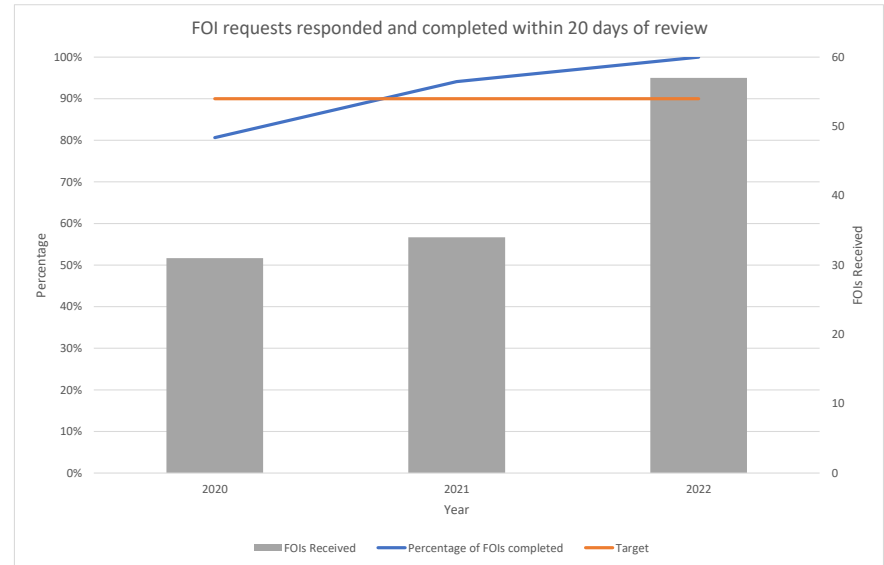
Date of Latest Available Data	Previous Period	Current Period	Change in Performance	Direction for Improvement	Direction of Travel	RAG Rating against direction of travel	Target	RAG Rating against target
Dec-22	94.12%	100.00%	6%	↑	↑	Green	90%	Blue

**Metric Description**

This metric measures the efficiency of the Combined Authority (CA) in responding to and completing Freedom of Information (FOI) requests within a timeframe of 20 days from the date of review. FOI requests are an important aspect of transparency and accountability, allowing the public and stakeholders to access information held by the CA. Responding to and completing FOI requests within the prescribed timeframe demonstrates the CA's commitment to open governance and timely provision of information.

There is a limitation in measuring this metric. FOI requests can vary significantly in complexity and scope, ranging from simple enquiries to extensive data or document requests. The metric does not differentiate between the complexity or size of requests, potentially leading to an oversimplified assessment of performance. Some requests may require more time and resources to fulfill, which may not be reflected in the metric.

The target of 90% was set by the CA's data protection officer following the Information Commissioner's Office's FOI guidelines and responses rates.



Year	2020	2021	2022	
FOIs completed		80.65%	94.12%	100.00%
Target		90.00%	90.00%	90.00%
Received	31	34	57	
Over 20 days	6	2	0	

**Dataset Link(s)**

**Actions**

To continue achieving the 90% target, the CA will make sure that all staff comply with the deadlines set for responding.

## Metric 21: Total number of jobs created and supported by key Combined Authority Economy and Growth funds

### Commentary

The total number of jobs created and supported by key CA Economy and Growth funds rose from 7,711 in March 2023 to 11,972 in April 2023. The overall trend of the time series show a positive trajectory with an increase in jobs created and supported after 2022/23. This continued increase is significantly above target and is on track to continue during 2023/24.

Date of Latest Available Data	Previous Period	Current Period	Change in Performance	Direction for Improvement	Direction of Travel	RAG Rating against direction of travel	Target	RAG Rating against target
Apr-23	7,711	11,972	36%	↑	↑	Green	6,835	Blue

### Metric Description

This metric allows the Combined Authority (CA) to track and evaluate the economic effectiveness of the authority's investments in job creation and support within the region. Data are reported cumulatively.

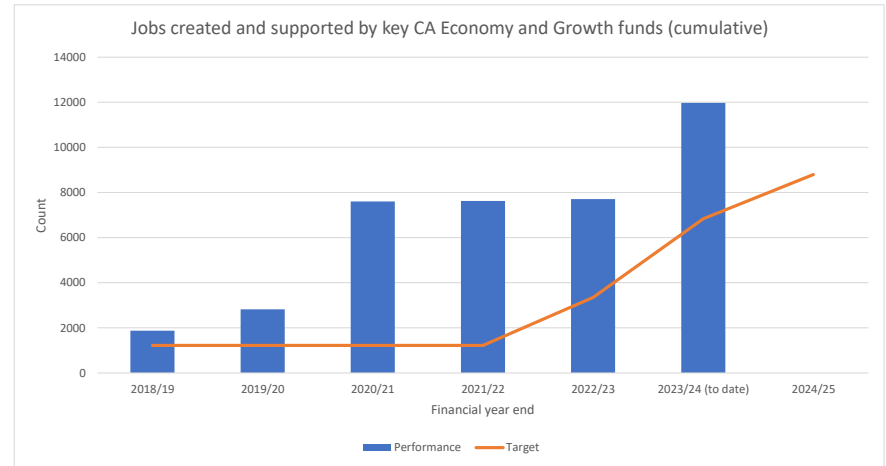
Data for this metric is collected through monitoring and reporting systems that track the direct and indirect employment outcomes for the following Economy and Growth Funds on a quarterly basis:

- Local Growth Fund
- Getting Building Fund
- Recycled Local Growth Fund
- Community Renewal Fund
- Shared Prosperity Fund

This data provides the CA with a comprehensive understanding of the job creation and support facilitated by its investments, enabling the authority to assess its contribution to regional economic growth and employment opportunities.

There is a limitation that the jobs created and supported does not show the full picture of how CA projects funded by other funds directly or indirectly create jobs. These funds are not the only way the CA create jobs as other programmes in different directorates can also influence job creation but not recorded here.

The target trajectory has been set by Economy and Growth programme managers.



### Dataset Link(s)

Link to E&G Implementation Plan  
<https://cambridgeshirepeterborough.sharepoint.com/:w:/s/ChiefExecutiveOffice-03PolicyAndStrategy/Ef4OTfckNBJGgO-yPAYIOiUBxZjgEau5fKKyHCeRtiNM7g?e=hli8kt>

### Actions

Monitoring of the economic picture and funded projects will continue.  
 Development of the online performance management reporting system within the Economy & Growth Directorate is ongoing.  
 Trials will start June 2023.

## Metric 22: Enrolments and achievements supported by adult education services funded by CA investment

### Commentary

In 2019/20 and 2020/21, the national lock-downs due to the Covid-19 pandemic meant that colleges and training centres were closed. While delivery transitioned online, enrolments were below pre-pandemic levels. During the 2021/22 academic year, performance greatly improved with an 8% increase in enrolments and participation. Mid-year data for 2022/23 shows an upward trajectory, with a 19% increase in enrolments compared to the same period last year. The time series overall shows a positive trend in the adult education services provided by the CA and projected to achieve future targets. The achievements performance will be updated once final numbers from the end of 2022/23 academic year has been published.

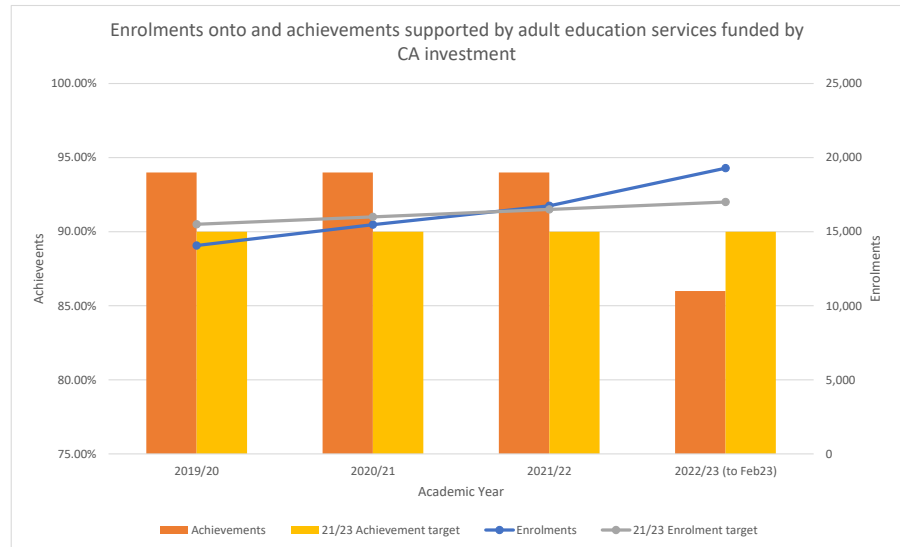
Date of Latest Available Data	Previous Period	Current Period	Change in Performance	Direction for Improvement	Direction of Travel	RAG Rating against direction of travel	Target	RAG Rating against target
Feb-23	16,740	19,285	13.20%	↑	↑	Green	17,000	Blue

### Metric Description

This metric tracks the number of individuals enrolling in adult education services and their subsequent accomplishments, such as completion of courses, attainment of certifications, or improvement in relevant skills. This KPI provides the Combined Authority with valuable insights into the reach and impact of the funded programmes, helping assess ability to support and empower individuals in their pursuit of education and professional growth.

The data are reported in academic years from 2021/22, with the current period mid-year data reported to February 2023.

The target for this metric was developed by the Adult Education programme manager, calculating the yearly targets reviewing historical annual performance. By having targets for both enrolments and achievements, the CA can aim to not only work to increase enrolment numbers but also analyse the proportion of students that actually achieve the qualifications and transition to employment.



### Dataset Link(s)

### Actions

1. Continue to focus on improving CPCA internal business processes and compliance.
2. Continue to build and strengthen CPCA contract management capability.
3. Focus on improving data quality and tracking outcomes.

**Commentary**

The number of apprenticeships created has grown significantly. The cumulative total has risen by 253, from 470 at the end of Q1 2023 to 723 at the end of Q2 2023, which is higher than forecast.

Date of Latest Available Data	Previous Period	Current Period	Change in Performance	Direction for Improvement	Direction of Travel	RAG Rating against direction of travel	Target	RAG Rating against target
Sep-23	470	723	34.99%	↑	↑	Green	950	Red

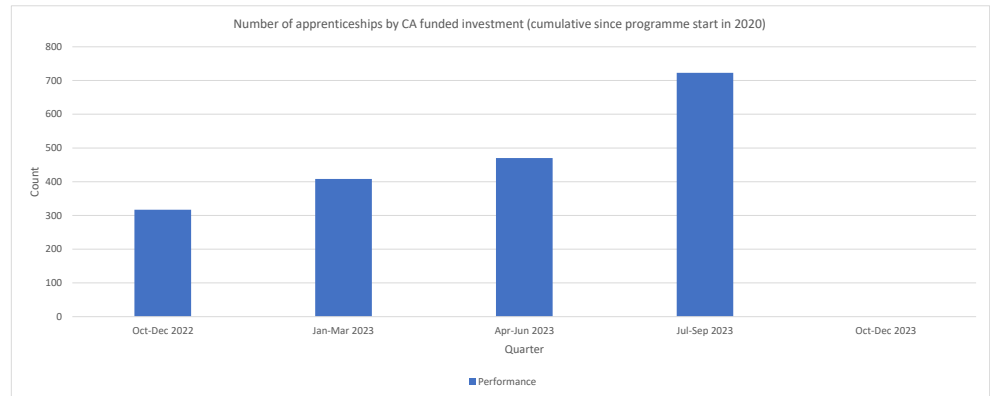
**Metric Description**

This metric reflects the Combined Authority's (CA) commitment to promoting skills development, fostering employment opportunities and supporting the growth of a skilled workforce.

The count of apprenticeships created is determined by tracking the number of apprenticeship starts that are directly funded or facilitated through investments made by the Combined Authority. Specifically the data that is collected and reported by Growth Works is contained within the report. Further Apprenticeships are also created within projects or initiatives receiving financial support or incentives from the Combined Authority.

A limitation of this metric is it does not show where these apprenticeships are taking place in the CA region. This analysis would be helpful in improving the provision and targeting the regions where the service is needed.

The target was developed by the CA's apprenticeship provider, Growth Works. This has been agreed through discussions with the programme managers and compared to the national environment for apprenticeships.



**Dataset Link(s)**

**Actions**

Growth Works with Skills have been tasked with a number of actions to increase the additionality of Apprenticeship provision in the area. This includes:

1. Working with the NHS & Public Sector to increase capability and influence creation of more Apprenticeships
2. Focus on the Manufacturing sector to support the development of technical skills leading to engineering as a progression route will support the much-needed boost to capability in manufacturing and engineering organisations.
3. Closer work with Schools, Colleges and Universities. As levy payers, these institutes have a high number of people and yet struggle to recruit. Apprenticeships provide an ideal solution to attract, train and retain both academic and professional staff.
4. Life Sciences & Digital companies require a broad range of skills, from laboratory technicians, data analysts and digital technology professionals to sales and business administration. The volumes are not necessarily high, but the importance of embedding a culture of apprenticeship training in life sciences & digital cannot be understated for the sustainability of employment for local people in this industry.
5. Foundation sectors – hospitality, retail and other sectors with high volume recruitment could benefit from a more structured approach to their people development. Apprenticeships provide a good opportunity for sectors that frequently employ seasonal or transient workers to actively invest in staff and create career pathways.



## Metric 24: Cumulative number of homes retrofitted through schemes led by Greater South East Net Zero Hub

### Commentary

LAD3 installs are now completed since end of September except for exceptional installations with final scheme closure commencing. It is expected to conclude slightly under target from the Managed Closure agreed with DESNZ but revised figures have been agreed in a recent change request together with plans to manage the scheme average cost.

HUG1 has been a difficult scheme to deliver within the scheme rules and cost caps with many homes found to be undeliverable due to these and other issues such difficulties in providing ventilation to the required standard. HUG1 completed retrofit of homes at the end of March 2023, with a small number of exceptional installations agreed with DESNZ for installation by end of May 2023. The scheme is currently completing closure and will have a final data reconciliation. Some incorrect install status data has been noted in one delivery partner's data leading to over estimate for numbers of homes with installs completed versus expectations - under further investigation.

The RAG rating of the GSENZH delivery currently with DESNZ is Amber for Sustainable Warmth reflecting this delivery performance.

There was previously Local Authority Delivery phase 2 (LAD2) which reported 2,684 homes retrofit and total spend of £21.3million in its final scheme closure which completed in February 2023 with BEIS. This scheme included local authorities within CPCA within the 136 covered by the GSENZH delivery.

Funding was secured from Home Upgrade Grant phase 2 (HUG2) of £81.4million for retrofit of an estimated 3,845 homes awarded by DESNZ for delivery from April 2023 through to March 2025. The delivery is currently mobilising with no homes retrofit yet.

	Date of Latest Available Data	Previous Period	Current Period	Change in Performance	Direction for Improvement	Direction of Travel	RAG Rating against direction of travel	Target	RAG Rating against target
LAD3	Sep-23	2826	3,100	8.84%	↑	↑	Green	3,368	Amber
HUG1	Jun-23	470	442	-6.33%	↓	↓	Green	377	Green

### Metric Description

This indicator measures the cumulative count of homes that have completed retrofit aimed at improving energy efficiency, through schemes led by the Greater South East Net Zero Hub (GSENZH). The purpose of retrofit is to raise the energy efficiency ratings of low income and low EPC rated homes (those rated D, E, F or G) and also support low-income households with the transition to low-carbon heating. The Department for Energy Security & Net Zero (DESNZ) and the GSENZH expect retrofit to result in:

- Tackle fuel poverty by increasing low-income homes' energy efficiency rating while reducing their energy bills – a key principle of the 2021 fuel poverty strategy; Sustainable Warmth: Protecting Vulnerable Households in England.
- Deliver cost-effective carbon savings to carbon budgets and progress towards the UK's target for net zero by 2050.
- Deploy low carbon heating, supporting the transition away from fossil fuel-based heating and supporting supply chain growth of the clean heating sector.
- Support clean growth and ensure homes are thermally comfortable, efficient, with a reduced impact on the environment and well-adapted to climate change.
- Support economic resilience and a green recovery in response to the economic impacts of Covid-19.
- Deliver better quality, safer, more energy efficient homes in rural areas.

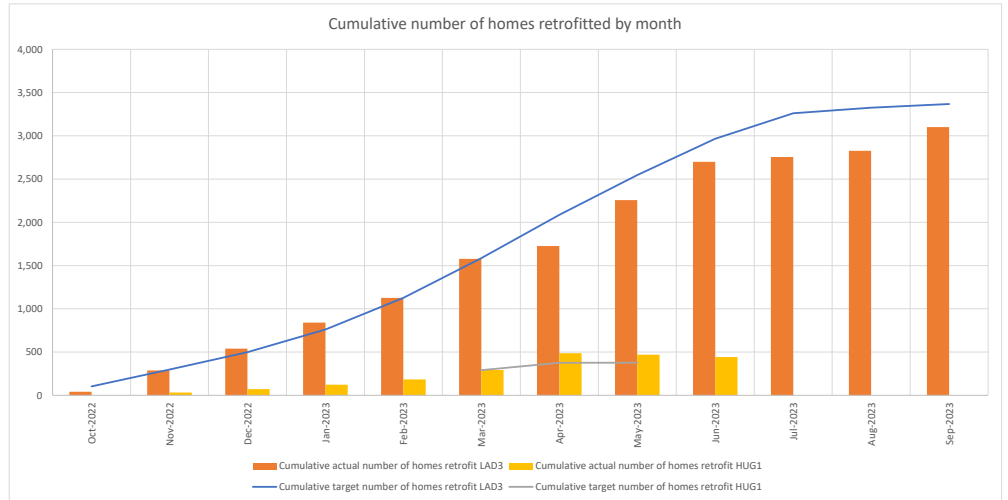
This reflects the CA's commitment to sustainability and its efforts to mitigate climate change.

There are currently two live schemes led by the GSENZH reporting retrofits of properties: Local Authority Delivery phase 3 (LAD3) and Home Upgrade Grant phase 1 (HUG1). LAD3 treats homes which use mains gas to heat them and HUG 1 treats homes off mains gas.

The GSENZH was set up to support the Local Enterprise Partnerships in the Greater South East region, and to work with them, their local authority members and the wider public sector, to accelerate the development of local energy projects. The CPCA is the Accountable Body for the GSENZH. The Accountable Body is the employer of the GSENZH operations team and responsible for the grant provided to the GSENZH by the DESNZ.

Currently CPCA area local authorities are not included in LAD3, HUG1 or HUG2 delivery led by the GSENZH being in other consortia, while those local authorities within GSENZH delivery vary by scheme and are from across the GSENZH area.

Updated targets for both LAD3 and HUG1 were agreed with DESNZ in March 2023 through the Managed Closure process which are presented here together with the actual cumulative number of homes which have completed a retrofit installation, by month.



### Dataset Link(s)

- <https://www.gov.uk/government/publications/apply-for-the-sustainable-warmth-competition>
- <https://www.gov.uk/government/publications/home-upgrade-grant-phase-2>
- <https://www.gov.uk/government/statistics/green-homes-grant-local-authority-delivery-lad-and-home-upgrade-grant-hug-release-may-2023>

### Actions

- Complete closeout of HUG1 and LAD3 scheme.
- Complete exceptional installs for LAD3 scheme.
- Continue to mobilise delivery of HUG2 scheme.

**Commentary**

In 2020, the region had a broadband availability of 23%, slightly below the national average of 25%. However, in 2021, there was a significant increase in availability to 38%, surpassing the England average of 46%. Performance continued upward in 2022, with both the region and England at 71%. Comparing trend to target trajectory from 2020 to 2022 leads to the conclusion that the metric is likely to be on track to achieve the 85% target earlier than 2025.

These data show the considerable progress made by Cambridgeshire and Peterborough, notably outpacing the England average in recent years. The overall upward trend indicates proactive measures to enhance digital infrastructure, bringing improved connectivity to the region's residents.

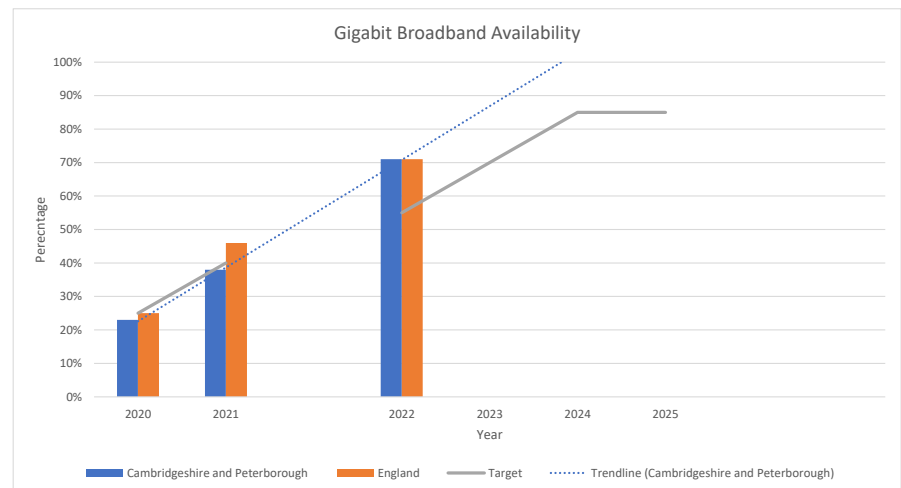
Date of Latest Available Data	Previous Period	Current Period	Change in Performance	Direction for Improvement	Direction of Travel	RAG Rating against direction of travel	Target	RAG Rating against target
Sep-22	38.00%	71.00%	33%	↑	↑	Green	55%	Blue

**Metric Description**

This metric assesses the accessibility and coverage of broadband internet services within Cambridgeshire and Peterborough (C&P). This metric utilises data sourced from the Ofcom Connected Nations Annual Reports. It provides insights into the extent of broadband infrastructure and coverage, aiding in evaluating the region's digital connectivity and potential disparities in access to high-speed internet services.

While the metric offers valuable insights into coverage, it's important to recognize that availability data might not encompass the quality and consistency of broadband services. Moreover, reported availability might not align precisely with real-world experiences in certain instances, potentially leading to a partial view of the actual digital connectivity landscape.

The target of 85% by 2025 was set by HM Treasury and a target trajectory was developed by the CA.



**Dataset Link(s)**

<https://www.ofcom.org.uk/research-and-data/multi-sector-research/infrastructure-research/connected-nations-2022/data>  
<https://researchbriefings.files.parliament.uk/documents/CBP-8392/CBP-8392.pdf>

**Actions**

Commentary

In January 2023, the recorded percentage of staff feeling valued was 42.55%. The subsequent data point in June 2023, reflects a significant improvement, with the percentage of staff feeling valued rising to 58.33%. Despite this progress, the current performance still has considerable work needed to be improved, indicating the continued necessity for initiatives that bolster employee satisfaction and perceived value. An overall trend with the two points presented will need further review after the next staff survey to show whether a consistent increase is projected.

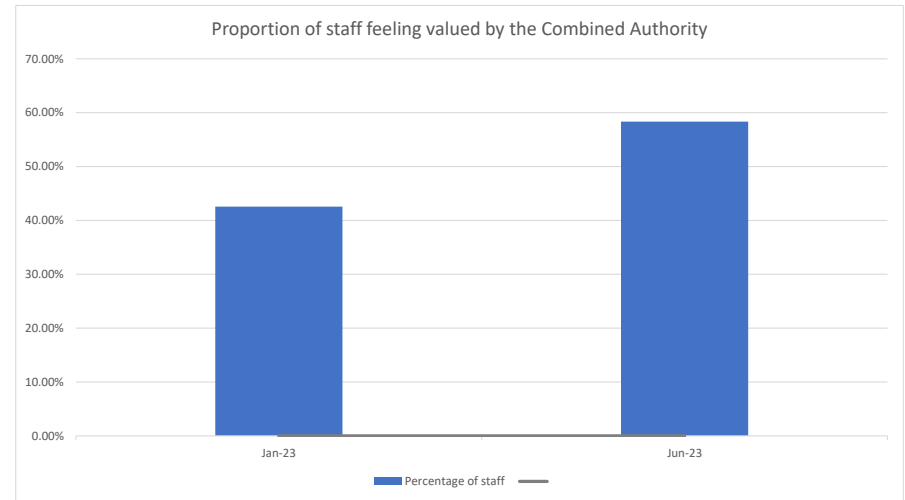
Date of Latest Available Data	Previous Period	Current Period	Change in Performance	Direction for Improvement	Direction of Travel	RAG Rating against direction of travel	Target	RAG Rating against target
Jun-23	42.55%	58.33%	15.78%	↑	↑	Green	N/A	Target N/A

Metric Description

This metric assesses the extent to which employees within the Combined Authority feel valued within their work environment. It measures the percentage of staff members who report feeling valued based on responses collected through the staff survey. The survey collects anonymous feedback from employees regarding their workplace experiences, including aspects related to job satisfaction, engagement, and organisational culture.

The data points on the graph draw on data collected from responses to Question 10 of the survey. This question evaluates the extent to which employees feel valued, with ratings of 4 or 5 on a scale of 1 to 5 indicating a positive perception of being valued. The goal of attaining a 65% level of staff feeling valued aligns with the overarching objective of fostering a workplace culture that prioritises employee well-being and recognises their contributions.

One key limitation of this metric is that it relies on voluntary participation in the staff survey. If not all staff members participate, the calculated proportion might not fully represent the sentiment of the entire workforce. Additionally, the metric does not provide insights into specific factors contributing to staff members' perceptions of feeling valued, which requires further qualitative analysis.



Dataset Link(s)

Actions

The improvement in this factor can be attributed to a number of improvements that have been made and that will evolve and be added to. For example we continue to build a suite of family focussed employment policies, embed the organisation's values and behaviours, improve employee engagement and communication, invest in the learning and development of staff and improve management and leadership capabilities.

**Commentary**

At the end of August 2023, the percentage of budget expected to be spent was 95.91%, a 0.76% decrease compared to the 96.66% indicated at the end of July 2023. Of the variance, more than 2/3 is revenue, with only 1/3 capital. The overall time series from Apr-Aug shows similar performance throughout the months with slight variance during Jun-Aug.

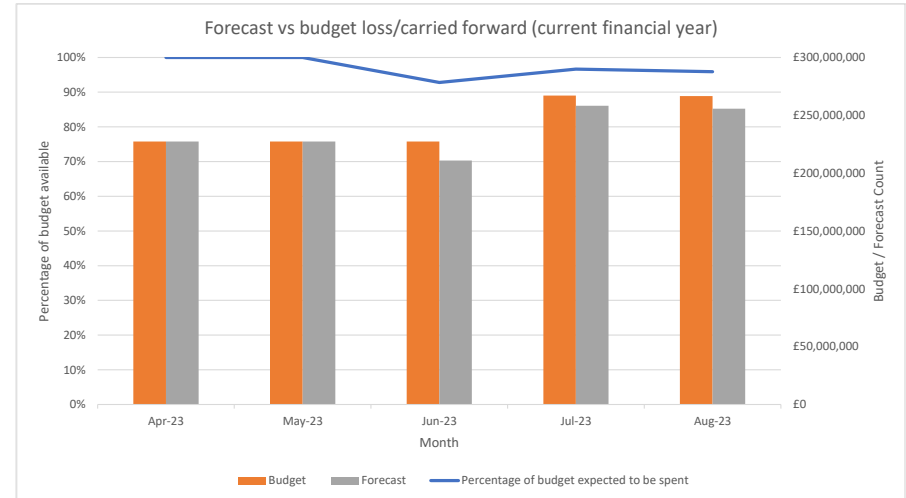
Date of Latest Available Data	Previous Period	Current Period	Change in Performance	Direction for Improvement	Direction of Travel	RAG Rating against direction of travel	Target	RAG Rating against target
Aug-23	96.66%	95.91%	-0.76%	↑	↓	Red	100%	Amber

**Metric Description**

The metric represents the percentage of the total budget agreed at MTFP (including increase during the year) that has been forecasted to be spent to the end of March 2024.

The metric includes both revenue and capital expenditure.

The target for this metric has been set by the finance team. Although the optimal result will be for all the budget available for the year to be spent, slippage is expected as a result of changes in programmes' delivery schedules.



**Dataset Link(s)**

**Actions**

Regular conversations between programme managers and finance managers will ensure a thorough understanding of the forecast position, aiding the decision-making process and solving issues through facilitating dialogue.

Definition of 'Most Complex':  
 Most Complex refers to a CPCA  
 Funded programme or project that  
 is considered most significant in  
 terms of value, strategic fit and  
 where there would be significant  
 impact if failure to deliver. These  
 are subject to change.



# Corporate Performance Report Q2 2023/4

Item 7

## Most Complex programmes and projects update

Data from end of September 2023

Key: RAG Rating	
RAG rating	Description
Red	Without action, successful delivery is highly unlikely.
Amber	Without action, successful delivery is in doubt, and/or there is uncertainty and risk surrounding future deliverability.
Green	High level of confidence in successful delivery.

Key: Direction of Travel	
↑	Improving Trend
↓	Worsening Trend
→	No Change

Project/programme	Description	RAG	Direction of travel	Update/narrative on status	Next key milestone	Outcomes and Impacts	Number 1 risk and mitigation
<b>Peterborough Station Quarter</b>	Regeneration of the area around Peterborough Train Station – known as Station Quarter. A site consisting of circa 18 acres of underutilised land around the station.	Amber	→	Peterborough Station Quarter is key to transforming connectivity, access and development opportunities for this area of Peterborough. The Masterplan framework is complete, and Components agreed. A risk workshop was also undertaken with project partners. The project remains amber due to potential risks with the relocation of the Maintenance Unit and arrangements for car parking.  Presentation and Q&A held with CPCA Executives.	Draft OBC – December 2023	<ul style="list-style-type: none"> <li>- New Access to Western Entrance</li> <li>- Improved public access</li> <li>- Regeneration of City, increased footfall in city centre.</li> <li>- Enhanced passenger facilities</li> <li>- Range of commercial and retail spaces</li> <li>- Improved pedestrian and cycling routes and facilities</li> <li>- Increased GVA</li> <li>- Reduction Co2</li> </ul>	<p>Risk – Relocation of the Maintenance Unit and amended arrangements for car parking</p> <p>Mitigation – Developing options that are not dependent on a change to the existing lease arrangements and minimise any loss of parking spaces in the short term</p>
<b>University of Peterborough</b>	The Combined Authority, Peterborough City Council and Anglia Ruskin University (ARU) have been working closely together as partners and with key stakeholders in designing and building the university and research facility.	Amber	→	Phase 1 and 2 constructed and completed projects. Phase 3 construction underway and being delivered under contract to time and budget. The overall RAG status remains amber but the PropCo Board have reduced the outstanding red risk to amber because part of the issue has been resolved, therefore the overall status is moving in a positive direction with action plans to mitigate being made at pace.	Phase 3 construction and handover of second teaching building – Autumn 2024	<ul style="list-style-type: none"> <li>- Increased productivity</li> <li>- Support economic development for region</li> <li>- Increased number of people in Higher Education and achieving degrees that are business focused</li> <li>- Increased graduates in area</li> </ul>	<p>Risk - Material supply shortages leading project delays and increased costs.</p> <p>Mitigation – PropCo1 has approved additional funding to cover increased costs (in addition to existing project contingency).</p>
<b>Net Zero Programme</b>	A capital fund comprising Sustainable Warmth (Local Authority Delivery Phase 3 and Home Upgrade Grant Phase 1), and Home Upgrade Grant Phase 2.	Amber	→	Home Upgrade Grant Phase 2 is now in mobilisation. Sustainable Warmth is due to complete at the end of this month. LAD3 funds should be fully spent, and HUG1 will have an underspend of c. £8.5m. It is amber due to a) HUG2 significant risk as new delivery model not yet tested or proven b) we have procurement delays and do not have contracts signed although procurements are ongoing.	<ul style="list-style-type: none"> <li>- Procurement of contractors for HUG2 in June, and appointment of contractors in July</li> <li>- Continued delivery of LAD2 to September 23</li> </ul>	<ul style="list-style-type: none"> <li>- Co2 reduction</li> <li>- Percentage households living in fuel poverty reduced</li> <li>- 3,792 homes upgraded from LAD3.</li> <li>- 4,419 homes upgraded from HUG 1&amp;2</li> </ul>	<p>Risk – Financial risk on meeting parameters of the programme in particular cost caps, batch approvals and inflationary pressures, leading to reduction in Properties receiving measures.</p> <p>Mitigation – Bi-weekly meetings with the Department and weekly meetings with contractors to review the pipeline and any financial pressures.</p>
<b>Bus Reform Programme</b>	Delivering better public transport to our citizens.	Green	→	As £4.6m of Bus Service Improvement Plan+ funding has been obtained, we are re-	Submitting proposal to DfT	<ul style="list-style-type: none"> <li>- Increased patronage on public transport</li> </ul>	<p>Risk – Failing to maintain service quality whilst keeping prices</p>

	Projects within the programme are the Bus Reform Outline Business Case, Zero Emission Buses (including Peterborough Electric Bus Relocation), Demand Responsive Transport, Bus Service Improvement Plan, Roadside Inventory and Network Review.			evaluating the franchising and EP options. Zero Emission Buses (ZEBRA) have launched successfully. TING is running well and Demand Responsive Transport analysis project is now complete. New projects started are (1) to analyse and record roadside infrastructure, and (2) to investigate through ticketing. We have started developing a feasibility scheme for replacing the old Peterborough bus garage with one appropriate for investment in electrification - this is currently being pushed forward by PCC and CPCA.	for BSIP+ roll out – End of October 2023. Submitting ZEBRA2 scheme proposal by 15 December 2023 – the EOI for ZEBRA 2 was submitted on 16 Oct.	- Stability and expansion of network to re-establish connectivity, frequency and reliability. - Reduction in car traffic - Reduce CO2 Emissions These objectives have been paused due to failure of GCP to get their Bus Strategy past the political hurdles.	down, leading to continued cuts by bus providers.  Mitigation – Network Review will devise a new and more efficient bus network, increasing attractiveness to bus providers.
<b>Adult Education Provision</b>	To provide Adult Education that can be accessed by employers and individuals to fund a huge range of training. The programme also includes a Level 3 adult education offer through Free Courses for Jobs.	Green	→	Programme is on target for delivery. As of September 2023, there have been 19,498 enrolments onto AEB funded courses. This is a 16% increase compared with the same time last year. This is across 11,077 learners which is a 14% increase compared to last year. There have been 547 enrolments to date for Free Courses for Jobs, across 539 learners. This is compared to 282 enrolments at the same period last year giving an increase of 91%. We have successfully procured 15 new providers to ensure we have additional capacity to deliver AEB, plus we have contracted the "recycled" underspends.	Previous milestone: Doubling in Level 3 enrolments was almost met (91%) by August 2023  Outcomes for learners – on-going	- Employee jobs - Growth (GVA) - Enrolments onto Adult Education courses - Double enrolments in Level 3 courses.	Risk – Providers failing to achieve targets set in the contracts lead to CPCA not achieving its targets in the Employment & Skills Strategy.  Mitigation – Expanded the marketplace of providers, strengthened performance management and compliance.
<b>Business Growth Service</b>	The Service consists of 5 workstreams, these are: 1.A Growth Coaching Service 2. An Inward Investment Service 3.A Skills Brokerage Service including Careers Hub 4.A Capital Growth Investment Fund 5. A Growth Hub service	Amber	→	Programme jobs committed is 29.5% (+1,239) ahead of target (5,434) in Year 3 which leaves only 52 to deliver the overall jobs target set for the programme (5,486) by December 2023. Growth Coaching and Inward Investment service lines have over performed whilst Equity and CapEx Grants are slightly below expectations against service line targets. Skills service outcomes remain a concern with only 481 apprenticeships confirmed against an overall target of 1,400. Despite a marked improvement in performance, the project status remains at Amber+ for the programme.	Continued delivery to December 2023 (please note elements of the Service will be continued subject to funding Board approvals)	- Growth (GVA) - New Jobs (5278) - Apprenticeships (1400) - 1705 Additional training	Risk – Recover – Orient – Adapt – Regrow (ROAR) grants behind expenditure profile due to incomplete audit trails in European Regional Development Fund documentation from delivery partner.  Mitigation – Review is underway following the published report by Independent Consultant, due for first draft end of July.
<b>Market Town Masterplans</b>	Masterplans developed to provide an evidence base and a set of priorities for the market towns to consider to realise their future economic growth potential. Phase 1	Green	→	Phase 1 investment fully committed and delivery underway, with a portfolio of 52 projects. A total of 26 projects are now completed, 17 projects are 'in delivery' (to be completed by March 2024), 5 projects are 'in delivery' (completion expected March 2025),	To complete procurement of delivery partners for phase 2 and to mobilise	- Jobs created and safeguarded - Revitalised market towns - Bringing back vacant assets into use through community ownership - Driving footfall	Risk – Delivery timescale slippage, leading to underspend against budget.

	<p>provided the investment to implement masterplans. Phase 2 providing investment to strengthen local communities and groups and to support social enterprises and community-owned businesses.</p>		<p>1 project 'in delivery' (completion expected March 2026), and 2 projects have been cancelled (and budget reallocated within the programmes project portfolio). Delivery partners have been procured for the Phase 2 of the Programme - Stream 1 Community Ownership of Local Businesses (Plunkett Foundation), Stream 2 Social Enterprise Hubs (Social Enterprise East England) and Stream 3 STEM roadshow Exhibitions (Cambridge Science Centre). Social Enterprise East of England also commissioned to undertake additional Strategy development work and to deliver of impact growth business pilot programme for the sector.</p>	<p>delivery by end of July 2023.</p>	<ul style="list-style-type: none"> <li>- Improving cultural local sense of pride in place</li> <li>- Improving community space</li> </ul>	<p>Mitigation – To seek Board approval to reprofile budget spend.</p>
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<b>Overview and Scrutiny Committee</b>	Agenda Item
<b>27 November 2023</b>	<b>8</b>

Title:	Bus Strategy Update, including Bus Network Review
Report of:	Neal Byers
Lead Member:	Cllr Anna Smith, Chair of Transport and Infrastructure Committee
Public Report:	Yes
Key Decision:	Yes
Voting Arrangements:	To note

**Recommendations:**

A	To note and comment on the findings of the Bus Network Review.
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**Strategic Objective(s):**

The proposals within this report fit under the following strategic objective(s):

	Achieving ambitious skills and employment opportunities
	Achieving good growth
X	Increased connectivity
	Enabling resilient communities

The proposal sets out three important workstreams to improve the bus network in the Combined Authority area. Buses are an essential part of providing connectivity to our communities.

**1. Purpose**

1.1	The Combined Authority and its partners are seeking an approach to provide the ‘best possible’ tendered bus network within the funding available. The previous approach was limited as decision makers did not have a clear process and sufficient data. The Bus Network Review is required to enable the CPCA Board to make future decisions on a more structured and balanced basis.
1.2	This paper sets out the further findings of the Bus Network Review and sets out recommendations for services to be retained and further work required to complete the review. The paper also provides an overview of an audit of the on-street infrastructure, the intention to submit a further bid to the national Zebra funding scheme and updates on the national £2 fare scheme.

1.3	<p>The recommendations agreed unanimously by the Transport and Infrastructure Committee on 15 November, some of which will go forward for Board consideration on 29 November, are:</p> <p>A To receive and consider the findings of the Bus Network Review.</p> <p>B To note the positive and constructive engagement with communities and bus operators.</p> <p>C To recommend to the CPCA board the proposals for the 19 tendered bus services which were placed under review.</p> <p>D To recommend to the CPCA board a preferred way forward for the allocation of the BSIP+ funding.</p> <p>E To note the proposed focus for short-term investment if further funding was available.</p> <p>F To note the intension of CPCA to submit a submission to the Zebra round 2.</p> <p>G To note the work of CPCA to audit the on-street bus service infrastructure and information. H E To note the update on the national £2 fare scheme.</p>
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## 2. Proposal

2.1	<p>There is a medium-term vision to explore the best delivery model to recast the network and peoples experience of it through Bus Reform i.e. Enhanced Partnership or Franchising. An immediate decision was taken to secure the existing network and retender services during 22/23 and 23/24. Over the 23/24 financial year, the Bus Network Review workstream was established. The approach will enable Leaders to make decisions for the 24/25 financial year for tendered services on a more structured and balanced basis. The Bus Network Review focuses on the tendered bus services. Bus Reform will provide a more strategic and ambitious response to the challenges faced by the bus system.</p>												
2.2	<p>All existing tendered bus services have been assessed against the framework. The outcome of the analysis provides a ranking of each service against the objectives set out in the Local Bus Service Assessment Framework. This assessment has considered the need and affordability of each service. It has also considered the distance travelled for each service to help establish the value for money of more rural services.</p>												
2.3	<p><b>Undertaking the Bus Network Review</b></p> <p>The bus network review has been undertaken in two phases. This report presents the findings of the second stage which sets out those services which needed to be improved and services where further data was required. The focus of the next part of the report is on the assessment of the 19 bus services which were placed under review. Recommendations are made to retain many of the services, with improvements to existing services and new services proposed to improve connectivity for a number of communities.</p>												
2.4	<p><b>Re-cap of Initial recommendations in September for scheduled services</b></p> <p>51 bus services are performing well in terms of the need and performance. 2 of those are marginally above the £12 per passenger journey. These 51 services are to be retained and promoted to ensure continued viability.</p> <p>19 bus services were identified for review. The relevant local authority leaders have been engaged to explore proposals to improve the services.</p>												
2.5	<p>The following table summarises the service which have been reviewed.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #1a3d54; color: white;"> <th style="text-align: left;">Service route</th> <th style="text-align: left;">Service number</th> </tr> </thead> <tbody> <tr> <td>Duxford - Whittlesford - Sawston - Whittlesford - Duxford</td> <td>7A</td> </tr> <tr> <td>Cottenham - Chatteris - March</td> <td>8A</td> </tr> <tr> <td>Peterborough: City Hospital – Hampton (Trial)</td> <td>29</td> </tr> <tr> <td>Over - St Ives</td> <td>15</td> </tr> <tr> <td>Cambridge - Fowlmere - Barley</td> <td>31</td> </tr> </tbody> </table>	Service route	Service number	Duxford - Whittlesford - Sawston - Whittlesford - Duxford	7A	Cottenham - Chatteris - March	8A	Peterborough: City Hospital – Hampton (Trial)	29	Over - St Ives	15	Cambridge - Fowlmere - Barley	31
Service route	Service number												
Duxford - Whittlesford - Sawston - Whittlesford - Duxford	7A												
Cottenham - Chatteris - March	8A												
Peterborough: City Hospital – Hampton (Trial)	29												
Over - St Ives	15												
Cambridge - Fowlmere - Barley	31												

Cambridge - Orwell - Wrestlingworth	75
Newmarket - Fulbourn - Teversham - Newmarket Road Park & Ride	18
St Neots - The Offords - Buckden	65
West Huntingdonshire Demand Responsive Transport (Trial)	Ting
St Ives - Somersham - Ramsey	301
Huntingdon - Ramsey - Chatteris	305
St Neots - Kimbolton - Tilbrook	150
St Ives Town Service	22A (300)
Peterborough - Upwood	415
March Town Service	33A
Royston - Bassingbourn - Guilden Morden	17
Newmarket - Fordham - Soham - Stuntney - Ely	12
Haverhill - Linton - Burrough Green	19
Eynesbury - St Neots - Eaton Ford/Eaton Socon - St Neots - Eynesbury	61

Service requiring further information:

Service route	Service number
Cambridge - Cambourne	Citi4
St Ives - Pidley - Warboys	22/22X
Peterborough: Queensgate - Lynch Wood	23/23A
Ely - Cottenham - Impington	110
Newmarket - Isleham	203

## 2.6 Engagement with Operators, Councillors and Stakeholders

CPCA officers have engaged with all of the bus operators to set out the overall approach and impact on services they currently run. These sessions have been used to identify operational improvements, to gather additional data and to support a positive relationship between CPCA and the bus operators.

To inform bus service changes and improvements a wide range of stakeholders have been engaged during September and October. This engagement includes all local authority leaders, local Councillors, parish council groups and community groups, for example:

- Cambridge and Peterborough Integrated Care Board
- Fenland Transport Access Group
- Huntingdonshire Councillors Group
- Wittering Community group
- Cambridgeshire Sustainable Travel Alliance
- East Cambridgeshire Councillors and officers
- Two sessions with South Cambridgeshire Councillors on services 7A, 31 and 75
- A to B1120 community group

Subject to the recommendations being agreed, further engagement will be planned to resolve any points of detail and to support communication of the proposed changes.

## 2.7 Recommendations for services under review

The following summarises the recommendations for each of the bus services which have been placed under review. The services which are retained would be contracted for a further 12 months. This contract period reflects the considerations on Bus Reform to enable the CPCA Board to transition to an Enhanced Partnership or Franchise without incurring costs associated to contract variations which may be determined in the 2024/25 financial year. Appendix A provides a summary for each of the services, alongside the data which describes the service and map of the current route.

Service	Recommendation	Justification
7A	Retain, with improvements	This service has been reviewed as part of a package which includes 7A, 31 and 75. The 7A is recommended to be merged with a home to school service. This will provide a more cost-effective solution for both CPCA and Cambridgeshire County Council, while retaining connections for the community. A number of options have been considered for the three services, which together are intended to provide a more joined-up and integrated service, while significantly improving the value for money.
8A	Retain, with improvements	The service used to travel into Cambridge City, however, currently ends at Cottenham. This end point was determined in response to a commercial service which meant the service could no longer travel the full journey due to the potential for competition. The current end point provides no facilities for effective interchange and therefore the service has become unattractive. The proposed change is to provide a significantly improved interchange at the Milton Park and Ride. This is intended to drive additional demand by making use of a key interchange point.
29	Further engagement required	This service was introduced as a trial to provide an alternative direct route to the existing interchange option which is available. The service has seen very limited take-up over a number of years and therefore it is proposed to undertake a further review to establish if the trial should end. Last year there were less than 2,000 passengers. In addition to this service, the communities have access to important destinations, including the hospital via interchange at Peterborough bus station.
15	Retain, with improvements	The service provides a short connection to local communities in the area. In the immediate term the service can be extended to serve Willingham, which will create more demand for the service, develop the catchment area and add a direct link to St Ives for Willingham residents. A further review should be undertaken which explores the options to link with the 1A and 5A, with improved connections to Sutton. This is suggested as part of the next review of bus services.
31 and 75	Retain, with improvements	This service has been reviewed as part of a package which includes 7A, 31 and 75. The 31 and 75 are proposed to be recast, with revised frequency, better integration with the service 26 and a more efficient use of resources across the contracts. The peak journeys will be retained to provide access to work and education, with the changes focused on the off-peak. The changes will also extend the destinations to provide connections to Royston, timed to complement the service 26. The changes to these services will provide an overall improvement in the network and retain services to the communities currently served.
18	Retain with a focus on Tuesday service	This service currently provides two journeys per week to access shopping in Newmarket. The service levels have not recovered following Covid and reflects a wider trend for changes to travel habits, particularly for people using ENCTS passes. It is proposed to retain the Tuesday service, which provides access to the town for the main market day. This should be reviewed

		following changes to continue to provide a shopping service. This should be supported with promotion.
65	Retain, with improvements	The service has seen an improvement in passenger numbers, which reflects the reliability of the service. Proposals have been made by community members to provide further connection to the Buckden General Practitioners which may have a slight improvement on demand and connect the bus service to an important health centre. This change should be examined further to understand if there is an additional financial requirement to serve this need.
Ting	Retain with refocusing and further review.	The Ting DRT service is proposed to be retained and refocused. The early trial of the service has shown that while it can meet an important need, that the coverage and purpose has been quite broad. The operating model has led to services focusing in St Neots, delivering shorter journeys within the local area which is serviced by other routes, rather than a focus on the more rural communities which are not serviced by other routes. The proposal is to better serve the communities to the West of Huntingdonshire and limit the potential for journeys to start and end within St Neots. The refocusing will remove duplication with scheduled bus services and provide more availability to the rural communities. The potential for a CPCA-wide operating system will be considered, alongside other DRT trials, to enable the overhead cost (booking system etc) of running a DRT to be shared across services. The number of buses used to provide the service will be reviewed to ensure efficient use of resources. The review will enable the further consideration of the 400 and 401 services as all passenger journeys on those routes could be covered by Ting. These changes will be brought back to the January Board for decision.
301	Retain	It is proposed to retain the service in the current format, noting that a proposed improvement to the 305 is intended to support connectivity in the Ramsay area. Retaining the 301 in the current format and improving the 305 are intended to provide an overall improved bus service and attract more users.
305	Retain with improvements	The service will be improved to increase frequency and journey time. The approach would add one bus to the contract. After meeting with local councillors, there was clear feedback to focus on strengthening the Huntingdon – Ramsey and also connections to Chatteris. This approach will provide improved access to health, education, retail, job and entertainment facilities in Huntingdon.
150	Retain with further review following refocusing of the Ting service	The service is proposed to be retained. Further work is required to determine the best operational and contractual approach to the service. The proposed changes to Ting are expected to increase demand for this service. This will be further reviewed during 2024/25 to establish if demand has increased.
22A (300)	Retain with alignment to changes in commercial services	This service, known as the 300, has seen recent increase in use following changes to the commercial service, specifically serving a gap in the network for the Morrisons superstore and local area. This change to the commercial network indicates that the 22A is now providing access to a wider community and initial evidence shows demand has increased for the services. This service should be retained but kept under review to ensure the increase in demand is retained.

415	Retain in current form with review to utilise the existing Dial-a-Ride.	The level of service provided through the tendered contract is low, therefore limited scope to recast the service, and no additional communities which could generate demand for the service. Therefore, there are limited alternatives to improve the service. The service should be retained, with further engagement on the potential to utilise a dial-a-ride service. The advantage of this option would be a more flexible service. The use of a dial-a-ride option would require people to register for the service, then pre-book. This option would need to be communicated to ensure users are able to access the service.
33A	Retain with improvements	This service has been taken over by a new operator and as part of this change service changes were made. Data for the service since the operator has started shows that the cost per passenger journey has significantly decreased and is below the £12 benchmark. There is an opportunity to further improve the service with better alignment with the rail station in March, including enabling the bus to use the upgraded car park. The service is proposed to be retained, with further work between CPCA, Fenland District Council and the operators to achieve the improved access to rail services.
17	Retain with improvements	Following engagement with the operator, the service will be slightly retimed to provide a more integrated and attractive service. The current timetable is poorly aligned with the more frequent 26 bus service, which connects the communities to onward destinations, including Cambridge. The operator has also identified improvements to the route which will retain access to all current communities and also provide an improved operational route. It is expected that with the improved link to the 26 and associated re-timing, that the service will become a more attractive option for more people. There is emerging evidence of service improvements and increased passenger use, largely due to improved reliability of the service. This emerging evidence should be reviewed to understand the improvement in the cost per passenger is sustained over the next year.
12	Retain	This service is a single journey to provide an early morning peak trip to provide access for work. The contract has limited scope for change at it follows the commercial service 12, which operates for the rest of the day. This service should be retained but kept under review.
19	Retain, with further cross-boundary review	The service provides important access to employment and services and is performing reasonably well. While over the £12 cost per passenger benchmark, when taking the distance of the service into account it performs better. There are opportunities to better integrate the service with other cross-boundary services into Newmarket. This will require collaboration with neighbouring authorities to ensure the needs for communities in each authority area are met. It is proposed that CPCA continue to engage with neighbouring authorities to explore further alignment with the cross-boundary bus services to further improve the performance.
61	Retain	This service has been taken over by a new operator and as part of this retender service changes were made. The improvement in the performance is a combination of improved reliability and customer experience. The more recent cost per passenger figure is significantly below the £12 per passenger benchmark.

	If agreed, each of the proposed changes will be progressed through to contracting. This will require either a new tender process or, where suitable, the extension of the existing contract.																			
2.8	<p><b>Update on services requiring further information</b></p> <p>The following summarises the status of the services for which data was not available for the September Board meeting.</p> <table border="1"> <thead> <tr> <th>Service</th> <th>Recommendation</th> <th>Justification</th> </tr> </thead> <tbody> <tr> <td>Citi4</td> <td>Retain the service with no change.</td> <td>Meeting a community need for the Cambourne community and cost per passenger journey is below £12. This is in line with recommendations made for the 51 services presented in September 2023.</td> </tr> <tr> <td>22/22X</td> <td>No decision, service to be brought to future board</td> <td>The service needs a further review to explore options for the week and weekend service.</td> </tr> <tr> <td>23/23A</td> <td>No decision, service to be brought to future board</td> <td>The data required to complete the assessment is not yet available</td> </tr> <tr> <td>110</td> <td>No decision, service to be brought to future board</td> <td>The data required to complete the assessment is not yet available</td> </tr> <tr> <td>203</td> <td>No decision, service to be brought to future board</td> <td>The data required to complete the assessment is not yet available</td> </tr> </tbody> </table> <p>Officers continue to work with operators to get access to the required data and information to enable a recommendation to be made before the start of the next financial year. Subject to other decisions, the risk associated to these services will be managed to enable any contracting or tendering actions to be complete in a timely way. If data is not provided, CPCA officers are considering the option to terminate contracts and retender the services. While this option presents a risk of not finding an economically viable solution, the lack of data to inform decision making needs to be resolved.</p>		Service	Recommendation	Justification	Citi4	Retain the service with no change.	Meeting a community need for the Cambourne community and cost per passenger journey is below £12. This is in line with recommendations made for the 51 services presented in September 2023.	22/22X	No decision, service to be brought to future board	The service needs a further review to explore options for the week and weekend service.	23/23A	No decision, service to be brought to future board	The data required to complete the assessment is not yet available	110	No decision, service to be brought to future board	The data required to complete the assessment is not yet available	203	No decision, service to be brought to future board	The data required to complete the assessment is not yet available
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2.9	<p><b>Bus services identified through Bus Network Review</b></p> <p>In addition to the review of existing bus services, the Bus Network Review has examined opportunities to provide some additional services. This has been based on the combination of community engagement and analysis by the CPCA and local authorities to identify underserved communities. The following summarises the proposed additional services which could be introduced to improve connectivity. For DRT trials, lessons from the existing Ting service will be used to inform the development of new trials and learning from each DRT used to improve all. Investment in these services is subject to sufficient budget being available. This issue is covered later in the report, under the BSIP+ options. It is proposed to invest part of the BSIP+ funding into the recommendations of the bus network review, including the proposed new services.</p> <table border="1"> <thead> <tr> <th>Communities</th> <th>Proposal approach</th> <th>Estimated budget</th> </tr> </thead> <tbody> <tr> <td>Wittering, Wansford, Caster</td> <td>Introduce a new scheduled service to complement the Call Connect service. This could make use of an existing home to school bus contract.</td> <td>£150,000 (2024/25)</td> </tr> <tr> <td>Fenland DRT trial</td> <td>Working with Fenland District Council, CPCA would develop a specification to better connect Wisbech and the surrounding communities. This service will focus on connecting the most rural communities to key services and amenities.</td> <td>£300,000 (2024/25)</td> </tr> </tbody> </table>		Communities	Proposal approach	Estimated budget	Wittering, Wansford, Caster	Introduce a new scheduled service to complement the Call Connect service. This could make use of an existing home to school bus contract.	£150,000 (2024/25)	Fenland DRT trial	Working with Fenland District Council, CPCA would develop a specification to better connect Wisbech and the surrounding communities. This service will focus on connecting the most rural communities to key services and amenities.	£300,000 (2024/25)									
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		This service could be funded from the current years allocation of BSIP+ for a service to commence in 2024/25.	
	East Cambridgeshire DRT trial	East Cambridgeshire District Council has identified two options for the introduction of a DRT trial. These are: 1. Burwell – Soham – Fordham – Isleham – Prickwillow - Ely 2. Mepal – Witcham – Wardy Hill – Coveney – Pymoor – Little Downham – Ely Officers will work together to agree the preferred way forward for a trial. This service could be funded from the current years allocation of BSIP+ for a service to commence in 2024/25.	£300,000 (2024/25)
	South Cambridgeshire DRT trial	Working with South Cambridgeshire District Council, CPCA would develop a specification to better connect the most poorly served communities. This service could be funded from the future BSIP+ allocation, for a service to commence in 2025/26.	£300,000 (2025/26)
2.10	<p>It is proposed that the scheduled bus service serving communities which include Wittering would be progressed to start at the beginning of the 2024/25 financial year. The three proposed DRT services are at different stages of development and therefore are proposed to be introduced in stages.</p> <p><b>It should be noted that the DRT services would be introduced as trials to understand if DRT can provide targeted bus services for more isolated communities and complement the scheduled services.</b></p>		
2.11	<p><b>BSIP+ Options</b></p> <p>CPCA and partners have been working to develop a draft BSIP. Ahead of the competition of the BSIP, the Department for Transport confirmed a revenue allocation for CPCA for this and next financial year. The total allocation was ~£4.6m. DfT has defined the types of interventions the funding is intended to be used for, as follows:</p> <ul style="list-style-type: none"> <li>• The funding must be spent on bus measures</li> <li>• Funding decisions should be based on local circumstances and need</li> <li>• The Authority can enhance the frequency of existing services, expand routes or provide new services using this funding</li> <li>• Ensuring existing connections are maintained</li> <li>• Ambitious new fares initiatives</li> <li>• The funding should not be used to support generic marketing or advertising</li> </ul>		
2.12	<p>As CPCA considers the future governance for bus services the allocation of BSIP+ is suggested to be considered in this context. To provide a focus for the investment it is proposed that CPCA sets the <b>foundations</b> and <b>behaviours</b> of an effective and community-focused transport authority. Then uses these two frames to invest into bus services. The following summarises the proposed foundations and behaviours for this allocation of BSIP+ funding.</p> <p><b>Foundations</b></p> <p>The foundations of an improved bus service have been discussed through the Bus Strategy and BSIP and can be summarised as:</p> <p>1) More bus services, 2) more integrated and available information, 3) more reliable services, 4) higher quality vehicles and 5) better value for money.</p> <p><b>Behaviours</b></p> <p>To demonstrate we can deliver on our ambition, we should start with a focus on the tendered services which we already contract. If we adopted this focus, then we could demonstrate the behaviours of a community-focused transport authority and secure better value for money for those services.</p>		



2.13 Allocate funding and/or resources against the five foundational activities. What this could mean:

- More bus services** – a significant allocation of BSIP+ into services, including securing the budget to support the recommendations of the Bus Network Review.
- More integrated and available information** – CPCA to ensure digital and on-street information for tender services is maintained and hard copy timetables are distributed
- More reliable services** – Work with operators on a driver recruitment plan and an allocation for bus traffic signal priority investment
- Higher quality vehicles** – Further submission to Zebra funding
- Better value for money** – Targeted ticketing schemes, new multi-operator ticket and requirement for tendered services to take part in fare schemes.

The next section sets out the proposed allocations against BSIP+ funding.

2.14 The following table sets out the actions and proposed budget allocation for each of the actions. The table also includes a Red, Amber, Green rating for the actions against the strategic fit, deliverability and impact of the end of the funding. The focus of the CPCA’s BSIP+ funding for the next financial year (2024/25) is on bus services, ticketing and information.

The assessment highlights that the impact of the end of BSIP+ funding is a risk which CPCA will need to manage, both through the introduction of new services and in planning for future budget setting. The introduction of new services will need to be carefully communicated to ensure the risks are understood.

Action	Proposed allocation	Multi-criteria scoring		
		Strategic: Makes buses more reliable, convenient and easy to use	Deliverable within 12 months	Impact of funding end
<b>More bus services</b> Increase tendered service budget to support existing and new services, including 2 new DRT services trials	£1.3m (£1m BSIP+ and 300k CPCA treasury management savings)	Green	Green	Amber
<b>More integrated and available information</b> Timetable back office, on-street bus stop investment and hard copy timetables for tendered services.	Total across this row £350k BSIP+	Green	Green	Amber
<b>More reliable services</b> Bus Driver recruitment Bus Signal Priority	£50k CPCA Skills funding £100k BSIP	Green	Green	Amber
<b>Higher quality vehicles</b> Prepare a submission to Zebra 2	No BSIP+ funding required, officer and operator time only	Green	Green	Green

	<p><b>Better value for money</b> Establish new multi-operator ticket, Targeted fare scheme (young people/care leavers/companion passes)</p> <p>Requirement for tendered services to join fare schemes</p>	<p>Total across this row £550k BSIP+</p>			
	<p>Total BSIP+ allocation for 2024/25</p>	<p>£2.3m</p>			

2.15 **Further investment into bus services**

As part of developing the Bus Strategy, BSIP and bus network review, the potential focus for additional investment has been considered. The options align with the medium-term plan to consider bus reform and lessons learnt from the bus network review. Should additional funds become available to CPCA to support bus services the following initial actions are proposed. The options are a mix of capital and revenue activity.

- Bus network review focused on near-commercially viable service.** The Bus Network Review has highlighted that there is a reasonable number of services which are close to commercial viability. It is proposed that with additional pump priming of services to enhance the frequency or service specification there is an opportunity to return some services to commercial operation. This approach is proposed to reduce the number of services which require subsidy, providing a more commercially viable network in the medium term. This proposal could provide an investment which improves bus services in the immediate term and then enables the funding to be reinvested into other services.
- Transfer of remaining passenger services to CPCA.** There remains a number of services which are provided as passenger services, contracted by a local authority. As CPCA undertakes the work on Bus Reform, there is an opportunity to consider if CPCA takes on the contracts for other passenger services currently contracted by others. To take on the contracts, CPCA would require additional resources and also need to review the services to establish if changes or improvements are required. This would be progressed in 2024/25.
- Bus depot feasibility** – As part of enabling operators to effectively serve the area there is a need for bus depot capacity, including the provision of capacity for electric vehicles. This activity will provide important enabling works if CPCA decided to proceed with franchising. In the context of an enhanced partnership, this initial activity can help provide the scope for expanding capacity for operators, while supporting local employment and housing development. The initial stage of this work would focus on site identification and preparation. This initial stage would ensure decision on bus reform are supported with appropriate bus depot infrastructure, regardless of proceeding to franchising or an enhanced partnership.
- Bus stop infrastructure programme** – An initial allocation is proposed from BSIP+ to invest into on-street infrastructure and information. This initial allocation could be increased to expand the number of stops and shelters which are improved. This investment would help to raise the standard of on-street infrastructure. CPCA is not proposing to take ownership of assets currently owned and maintained by a range of parties. The role of CPCA will be to work with partners to secure and allocate funding to support the improvement of on-street infrastructure.

Each of the options are scalable, with an initial estimate of up to £10million suggested to support these activities. £2m-£3m of this funding would be revenue and £7m-£8m of the funding would be capital.

2.16 **ZEBRA 2**

The initial ZEBRA (Zero Emission Bus Regional Area) Scheme was a funding mechanism under which CPCA was awarded funds to help acquire and launch 30 zero emission buses. These were delivered in spring 2023 and are all now running very successfully in all-day service in Cambridge, significantly reducing vehicle emissions in the Authority’s biggest Air Quality Management Zone (AQMZ). The Department for Transport (DfT) has now announced a second funding round (ZEBRA 2) and the

	<p>Cambridgeshire &amp; Peterborough Combined Authority will be submitting a bid for ZEBRA 2 funding before the 15<sup>th</sup> December deadline.</p> <p>We are looking at a package of three components which we will build into a single bid. These components are:</p> <ol style="list-style-type: none"> <li>1) A new bus depot in Peterborough with extensive electric bus recharging facilities, which we intend to be contractually shared between Peterborough's bus operators.</li> <li>2) A fleet of new ZEBRA 2 buses to permit the decarbonisation of a number of Peterborough's bus services.</li> <li>3) A small number of new ZEBRA 2 buses to increase the frequency and capacity of one Cambridge area bus service already run by Zero Emission vehicles.</li> </ol>
2.17	<p><b>Bus Stop Audit</b></p> <p>Within the CPCA area there are a large number of bus stops which are not being maintained, and CPCA does not have the ownership or funding to co-ordinate improvements. Before CPCA can improve passenger comfort and convenience, the authority needs to establish how many bus stops may fall into the CPCA's remit; exactly where the stops are; and their condition. Therefore, CPCA is conducting an audit of all bus stops in the area and saving this accurate geo-located information into the DfT's NaPTAN database, from where it can be used to scale the size of our bus stop issues and act as a stepping stone to improving all our bus service data and that of third party journey planners. This activity will provide the foundations for future investment in information services and help to define the ownership and responsibilities for on-street infrastructure across the area.</p>
2.18	<p><b>National £2 fare cap</b></p> <p>Government recently announced the extension of the £2 fare cap scheme on bus fares within England. The scheme signifies a continued commitment by the government to maintain affordable public transportation until the end of 2024, diverging from the original termination date of 31 March 2023. Initially, there was a provisional extension set until the end of October 2023, followed by a proposed cap of £2.50 lasting until 30 November 2024. However, this trajectory was revised during the Conservative Party Conference, ensuring the £2 cap remains intact for a longer duration.</p> <p>This initiative, originally launched on 1 January 2022, underlines a sustained effort to ease the financial burden on commuters, fostering a more economically accessible public transport network across England.</p>

### 3. Background

3.1	<p><b>Bus Network Review</b></p> <p>The Bus Network Review is being undertaken to support decision on the future network. To inform the development of the approach, officers have reviewed the approach of other transport authorities, including Liverpool City Region, South Yorkshire Mayoral Combined Authority, Hertfordshire, and Oxfordshire. All authorities consider the need for a service and the affordability of the service. Walking distance to a bus is the most common metric to establish need. Cost per passenger journey is also the most widely used metric for measuring the performance on contract.</p>
3.2	<p>All of these authorities shared the common challenges of managing the affordability of the network in the face of increasing pressures on local budgets. The approach undertaken for the Bus Network Review is largely consistent with the approach adopted by others.</p>

### 4. Appendices

4.1	Appendix A Bus Network Review – Service Summaries
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## 5. Implications

### Financial Implications

- |     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 5.1 | The total budget available to support bus services in 2023/24 is £7,598,432. Subject to decisions yet to be taken on the 2024/25 budget, the budget for the next financial year is expected to be £7,563,889. The current budget is funded through the Levy, Mayoral Precept, Bus Operator Service Grant and Bus Recovery Grant. The Bus Recovery Grant is not expected to be available in 2023/24. The Bus Recovery Grant funding represented £174,835 of the total budget. The recommendation for the 19 bus services contracts for 12 months from April 2024 is forecast to require further funding.                                                                                                |
| 5.2 | Subject to other Board decisions, the existing bus services budget is proposed to be further supplemented with funding from the CPCA's BSIP+ allocation, of up to £1million alongside a further £300,000 from the CPCA treasury management savings for bus services for the financial year 2024/25. The allocation of BSIP+ for supporting bus services includes an allowance for the expected price inflation of the existing tendered services which will be extended or retendered. The remaining £1.3m of BSIP+ funding is proposed to be invested in information systems and targeted ticketing schemes. There is a further allocation of BSIP funding of £2.3m for the following financial year. |
| 5.3 | The paper proposed actions which could be taken with further investment into buses. The paper identifies a mix of potential capital and revenue activity. Further financial implications on this matter will be brought forward if funding becomes available to support further investment into buses.                                                                                                                                                                                                                                                                                                                                                                                                 |

### Legal Implications

- |     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|-----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 6.1 | Following the evaluation of the bus service recommendations, there are legal implications to consider. For routes and services where performance and community needs align with current provision, the authority is positioned to extend contracts with existing operators where the terms can be extended. Where there is a need for enhanced services or the term of an existing contract has ended, it is required to initiate a transparent tendering process. The tender process will ensure that operators can competitively bid to provide the services, in compliance with procurement regulations. Contracts will be either extended or introduced for 12 months. |
|-----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

### Public Health Implications

- |     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|-----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 7.1 | <p>The proposed recommendations concerning bus services, which encompass both enhancements and a few reductions, have overall positive public health implications. Retaining and improving bus services ensures residents maintain reliable access to healthcare, fostering timely medical interventions and regular health check-ups. This not only promotes physical well-being through increased daily activity from walking to bus stops but also supports cardiovascular health and counters rising obesity rates.</p> <p>Reliable bus services reduce feelings of isolation, particularly among vulnerable populations like the elderly. This improved social connectivity, in turn, supports mental well-being. Furthermore, encouraging the use of public transport over private vehicles can lead to a marked reduction in emissions, subsequently improving air quality and benefiting respiratory health among the community.</p> <p>The primary objective of these recommendations is to ensure both public health benefits and value for money are achieved. By striking a balance, the recommendations provide a bus network, while also acknowledging the indirect health benefits brought about by economic stability, job accessibility and access to essential services.</p> |
|-----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

### Environmental & Climate Change Implications

- |     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|-----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 8.1 | Bus services play a pivotal role in mitigating environmental impacts and climate change. When effectively utilised, buses reduce the number of single-occupancy vehicles on the roads, leading to decreased traffic congestion and, consequently, reduced greenhouse gas emissions. Buses present a more sustainable mode of transportation, emitting fewer pollutants per passenger compared to cars. Encouraging the use of public buses can significantly contribute to our efforts to combat climate change, improve air quality, and reduce the carbon footprint of transport. |
|-----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

Other Significant Implications	
9.1	There are no other significant implications associate to the recommendations in this paper. Future implications of decisions on bus reform will be presented to the committee as required.
Background Papers	
10.1	13 September 2023 TIC meeting - <a href="#">Bus Network Review - Initial Recommendations</a>

## Appendix A Bus Network Review – Service Summaries

### Introduction

This document provides additional information on the 19 services which have been reviewed as part of the Bus Network Review 2023. The document summarises each of the services which were placed under review, following the decision of the CPCA Board in September 2023. The information provided here supports the recommendations of the report presented to the Transport and Infrastructure Committee and the CPCA Board.

### Services under review

The following table summarises the services which have been reviewed.

Service route	Service number
Duxford - Whittlesford - Sawston - Whittlesford - Duxford	7A
Cottenham - Chatteris - March	8A
Peterborough: City Hospital - Hampton	29
Over - St Ives	15
Cambridge - Fowlmere - Barley	31
Cambridge - Orwell - Wrestlingworth	75
Newmarket - Fulbourn - Teversham - Newmarket Road Park & Ride	18
St Neots - The Offords - Buckden	65
West Huntingdonshire Demand Responsive Transport	Ting
St Ives - Somersham - Ramsey	301
Huntingdon - Ramsey - Chatteris	305
St Neots - Kimbolton - Tilbrook	150
St Ives Town Service	22A (300)
Peterborough - Upwood	415
March Town Service	33A
Royston - Bassingbourn - Guilden Morden	17
Newmarket - Fordham - Soham - Stuntney - Ely	12
Haverhill - Linton - Burrough Green	19
Eynesbury - St Neots - Eaton Ford/Eaton Socon - St Neots - Eynesbury	61

### Structure of service summaries

Each of the following summarise provides information on:

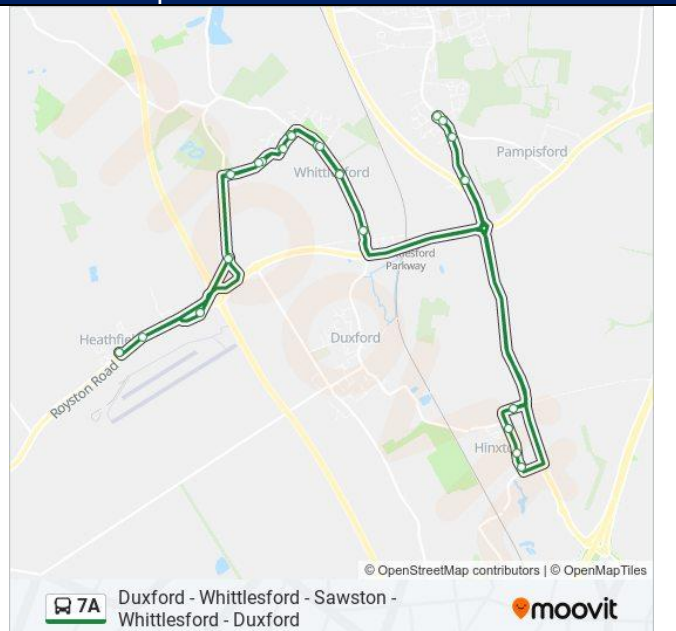
- General service information
  - *References to 'catchment' are measured as 400m from a bus stop.*
- Bus Network Review metrics
- Recommendation and proposed change
- Justification for recommendation
- Next steps for the service

Service number	7A	Patronage reported in 2022/23	771
Places service	Duxford - Whittlesford - Sawston - Whittlesford - Duxford	Contract cost bracket	50,001-100,000
Catchment served	23,000	Length of route (km)	20.3
Number of amenities in catchment	12	Cost per passenger	£124.83
Current Operator	A2B	Cost per passenger per km banding	Over £2 per passenger per km

**Service description**

Operates Monday to Saturday and provides four journeys to Sawston and three journeys back, with customers interchanging with commercial journeys towards Cambridge for shopping, leisure, and medical appointments.

**Service Map**



**Reason for service to be reviewed**

Over £24 per passenger and over £2 per passenger per km

**Recommendation and Proposed change**

Retain with improvement

**Justification**

This service has been reviewed as part of a package which includes 7A, 31 and 75. The 7A is recommended to be merged with a home to school service. This will provide a more cost-effective solution for both CPCA and Cambridgeshire County Council, while retaining connections for the community. A number of options have been considered for the three services, which together are intended to provide a more joined-up and integrated service, while significantly improving the value for money.

**Next step**

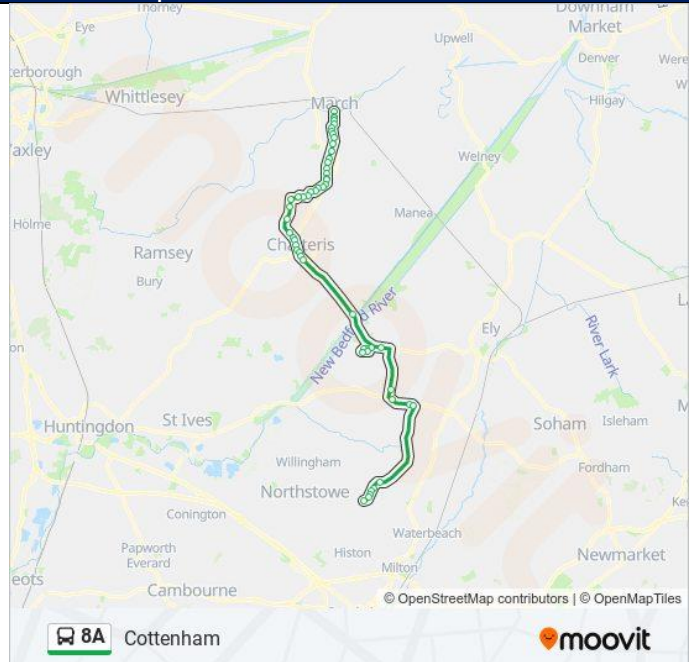
Confirm service specification for change.

Service number	8A	Patronage reported in 2022/23	2,603
Places service	Cottenham - Chatteris - March	Contract cost bracket	£150,001 - £200,000
Catchment served	13,500	Length of route (km)	41.7
Number of amenities in catchment	70	Cost per passenger	£76.35
Current Operator	Stephensons	Cost per passenger per km banding	£1-£2 per passenger per km

#### Service description

One return journey, Monday to Saturday, where customers can interchange with a commercial bus service at Cottenham to arrive in Cambridge before 9am and depart after 5pm for work or education.

#### Service Map



#### Reason for service to be reviewed

Over £24 per passenger and £1-£2 per passenger per km

#### Recommendation and Proposed change

Retain with improvement

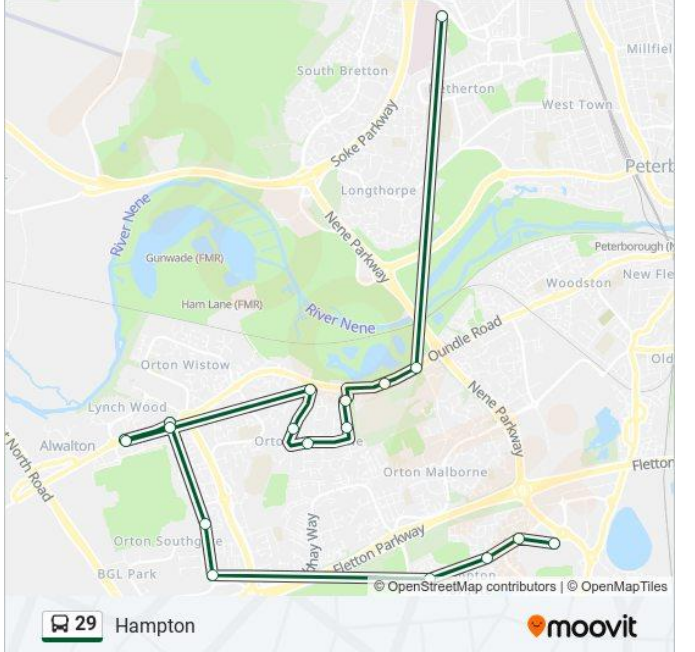
#### Justification

The service historically used to travel into Cambridge City, however, the service CPCA inherited currently ends at Cottenham. This end point was determined in response to a change to commercial services which meant the 8A service could no longer travel the full journey due to the potential for competition. The current end point provides no facilities for effective interchange and therefore the service has become unattractive. The proposed change is to provide a significantly improved interchange at the Milton Park and Ride. This is intended to drive additional demand by making use of a key interchange point.

#### Next step

Confirm service specification for change.



Service number	29	Patronage reported in 2022/23	1,833
Places service	Peterborough: City Hospital - Hampton	Contract cost bracket	£100,001 - £150,000
Catchment served	7,530	Length of route (km)	17.2
Number of amenities in catchment	43	Cost per passenger	£74.71
Current Operator	Dews	Cost per passenger per km banding	Over £2 per passenger per km
<b>Service description</b>		<b>Service Map</b>	
Six return off-peak journeys linking Hampton and areas of The Ortons with Peterborough City Hospital without having to change buses in the city centre. Operates Monday to Saturday.			
<b>Reason for service to be reviewed</b>			
Over £24 per passenger and over £2 per passenger per km			
<b>Recommendation and Proposed change</b>			
Further engagement required			
<b>Justification</b>			
This service was introduced as a trial to provide an alternative direct route to the existing interchange option which is available. The service has seen very limited take-up over a number of years and therefore it is proposed to undertake a further review to establish if the trial should end. Last year there were less than 2,000 passengers. In addition to this service, the communities have access to important destinations, including the hospital via interchange at Peterborough bus station.			
<b>Next step</b>			
Communicate proposed change			

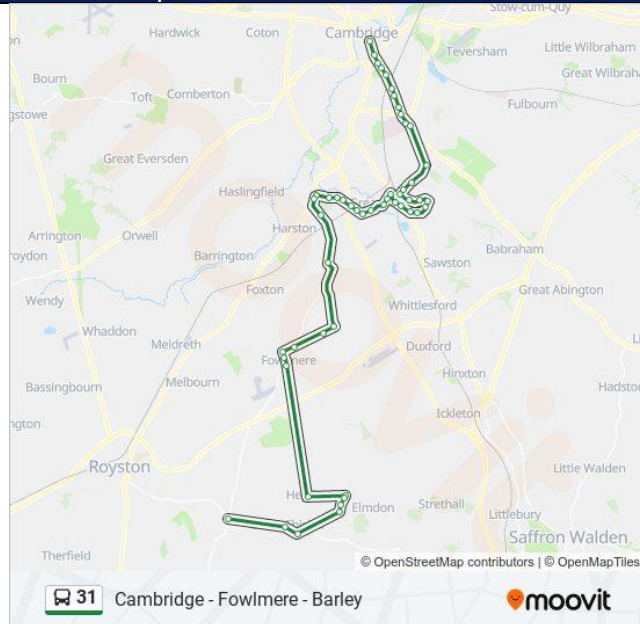
Service number	15	Patronage reported in 2022/23	312
Places service	Over - St Ives	Contract cost bracket	£10,000-£50,000
Catchment served	12,300	Length of route (km)	39.2
Number of amenities in catchment	35	Cost per passenger	£59.41
Current Operator	A2B	Cost per passenger per km banding	£1-£2 per passenger per km
<b>Service description</b>		<b>Service Map</b>	
Provides one return off-peak journey twice each week for shopping, leisure, or medical appointments.		N/A	
<b>Reason for service to be reviewed</b>			
Over £24 per passenger and £1-£2 per passenger per km			
<b>Recommendation and Proposed change</b>			
Retain with improvement			
<b>Justification</b>			
The service provides a short connection to local communities in the area. In the immediate term the service can be extended to serve Willingham, which will create more demand for the service and develop the catchment area and add a direct link to St Ives for Willingham residents. A further review should be undertaken which explores the options to link with the 1A and 5A, with improved connections to Sutton. This is suggested as part of the next review of bus services.			
<b>Next step</b>			
Confirm service specification for change and review further options over 2024/25.			

Service number	31	Patronage reported in 2022/23	3,109
Places service	Cambridge - Fowlmere - Barley	Contract cost bracket	£100,001 - £150,000
Catchment served	16,300	Length of route (km)	29.4
Number of amenities in catchment	80	Cost per passenger	£41.56
Current Operator	A2B	Cost per passenger per km banding	£1-£2 per passenger per km

#### Service description

One return peak journey and three return off-peak journeys, Monday to Saturday, to Cambridge (city centre or Addenbrooke's Hospital) for work, education, shopping, leisure, and medical appointments.

#### Service Map



#### Reason for service to be reviewed

Over £24 per passenger and £1-£2 per passenger per km

#### Recommendation and Proposed change

Retain with improvement

#### Justification

This service has been reviewed as part of a package which includes 7A, 31 and 75. The 31 and 75 are proposed to be recast, with revised frequency, better integration with the service 26 and a more efficient use of resources across the contracts. The Peak journeys will be retained to provide access to work and education, with the changes focused on the off peak. The changes will also extend the destinations to provide connections to Royston, timed to complement the service 26. The changes to these services will provide an overall improvement in the network and retain services to the communities currently served.

#### Next step

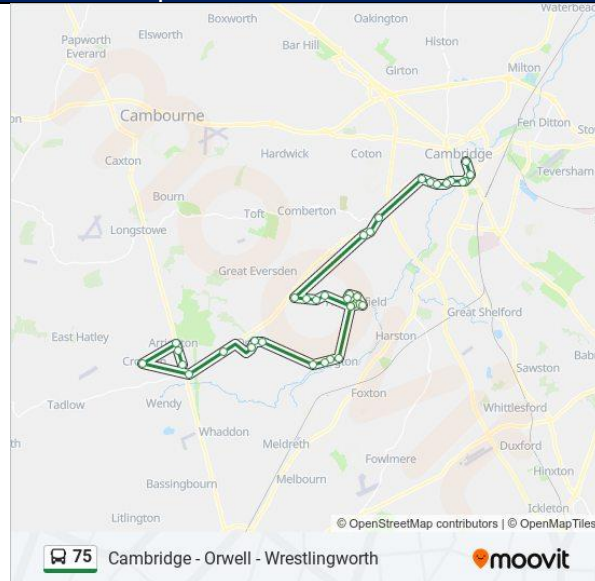
Confirm service specification for change

Service number	75	Patronage reported in 2022/23	5,198
Places service	Cambridge - Orwell - Wrestlingworth	Contract cost bracket	£100,001 - £150,000
Catchment served	21,800	Length of route (km)	31.3
Number of amenities in catchment	60	Cost per passenger	£20.36
Current Operator	A2B	Cost per passenger per km banding	Under £1 per passenger per km

#### Service description

One return peak journey enabling customers to arrive in Cambridge before 9am and depart after 5pm for work or education. Also, four return journeys operating between 9am and 5pm, including one calling at sixth form colleges, for shopping, medical appointments, leisure, and education. Operates Monday to Saturday.

#### Service Map



#### Reason for service to be reviewed

£13-£24 per passenger

#### Recommendation and Proposed change

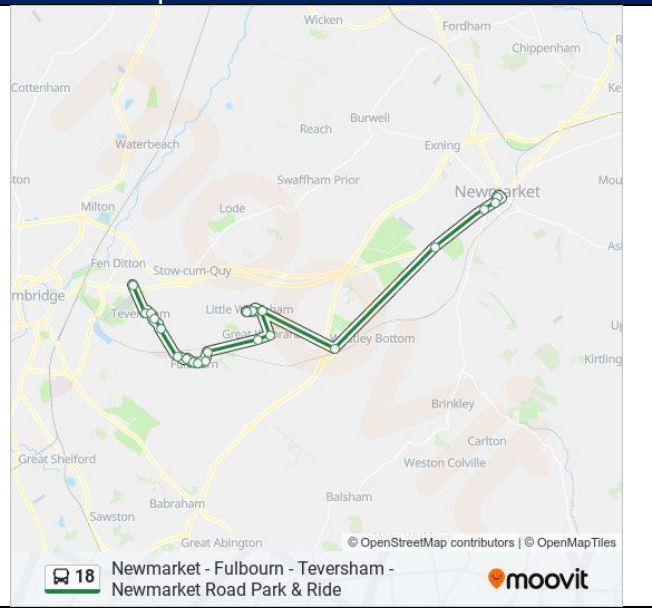
Retain with improvement

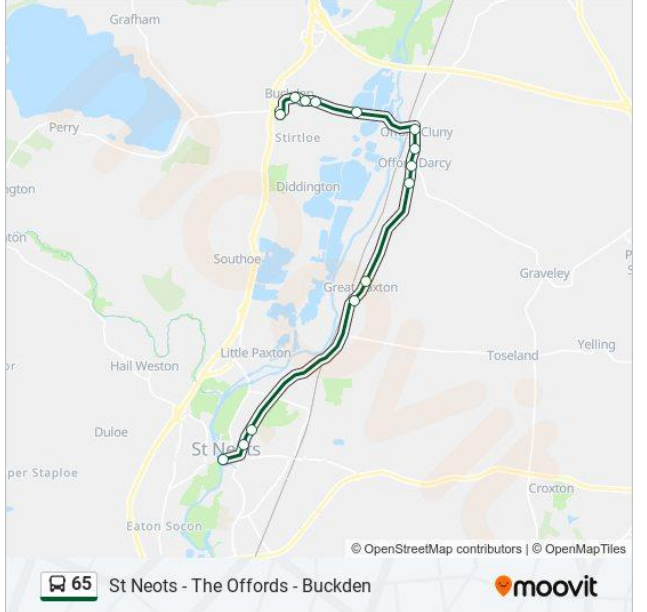
#### Justification

This service has been reviewed as part of a package which includes 7A, 31 and 75. The 31 and 75 are proposed to be recast, with revised frequency, better integration with the service 26 and a more efficient use of resources across the contracts. The Peak journeys will be retained to provide access to work and education, with the changes focused on the off peak. The changes will also extend the destinations to provide connections to Royston, timed to complement the service 26. The changes to these services will provide an overall improvement in the network and retain services to the communities currently served. Note that the service has a Cost per passenger per km under £1.

#### Next step

Confirm service specification for change

Service number	18	Patronage reported in 2022/23	566
Places service	Newmarket - Fulbourn - Teversham - Newmarket Road Park & Ride	Contract cost bracket	£10,000-£50,000
Catchment served	2,200	Length of route (km)	19.1
Number of amenities in catchment	25	Cost per passenger	£40.52
Current Operator	A2B	Cost per passenger per km banding	Over £2 per passenger per km
<b>Service description</b>		<b>Service Map</b>	
<p>Provides one return off-peak journey twice each week between Teversham and Newmarket for shopping, leisure, or medical appointments. Also, one return off-peak journey twice each week between The Wilbrahams and Newmarket Road P&amp;R where onward journeys can be taken to Cambridge for shopping, leisure, and medical appointments.</p>		 <p>The map displays a route starting at Newmarket, heading south to Teversham, then west to Fulbourn, and finally south to Newmarket Road Park &amp; Ride. The route is highlighted in green. The map includes various geographical features and labels for nearby towns and villages.</p>	
<b>Reason for service to be reviewed</b>			
Over £24 per passenger and over £2 per passenger per km			
<b>Recommendation and Proposed change</b>			
Retain with a focus on Tuesday service			
<b>Justification</b>			
<p>This service currently provides two journeys per week to access shopping in New Market. The service levels have not recovered following Covid and reflects a wider trend for changes to travel habits, particularly for people using ENCTS passes. Is proposed to retain the Tuesday service, which provides access to the town for the main market day. This should be reviewed following changes to continue to provide a shopping service.</p>			
<b>Next step</b>			
Confirm service specification for change			

<b>Service number</b>	65	<b>Patronage reported in 2022/23</b>	2,987
<b>Places service</b>	St Neots - The Offords - Buckden	<b>Contract cost bracket</b>	£50,001-£100,000
<b>Catchment served</b>	5,300	<b>Length of route (km)</b>	10.2
<b>Number of amenities in catchment</b>	34	<b>Cost per passenger</b>	£19.99
<b>Current Operator</b>	Dews	<b>Cost per passenger per km banding</b>	£1-£2 per passenger per km
<b>Service description</b>		<b>Service Map</b>	
Provides three return off-peak journeys, Monday to Friday, to either Brampton Surgery, or St Neots Town Centre, for shopping, leisure, or medical appointments.			
<b>Reason for service to be reviewed</b>			
£13-£24 per passenger and £1-£2 per passenger per km			
<b>Recommendation and Proposed change</b>			
Retain with improvement			
<b>Justification</b>			
The service has been an improvement in passenger numbers, which reflects the reliability of the service. Proposals have been made by community members to provide further connection to the Buckden General Practitioners which may have a slight improvement on demand and connect the bus service to important health centre. This change should be examined further to understand if there is an additional financial requirement to serve this need.			
<b>Next step</b>			
Confirm service specification for change			

Service number	Ting	Patronage reported in 2022/23	10,046
Places service	West Huntingdonshire Demand Responsive Transport	Contract cost bracket	£400,000-£500,000
Catchment served	68,727	Length of route (km)	N/A
Number of amenities in catchment	74	Cost per passenger	£42.31
Current Operator	Vectare	Cost per passenger per km banding	N/A

**Service description**

Demand responsive travel from villages in West Huntingdonshire to nearby towns, Huntingdon and St Neots, or other villages within the designated area. Available 6am – 8pm, Monday to Saturday.

**Service Map**



**Reason for service to be reviewed**

Over £24 per passenger

**Recommendation and Proposed change**

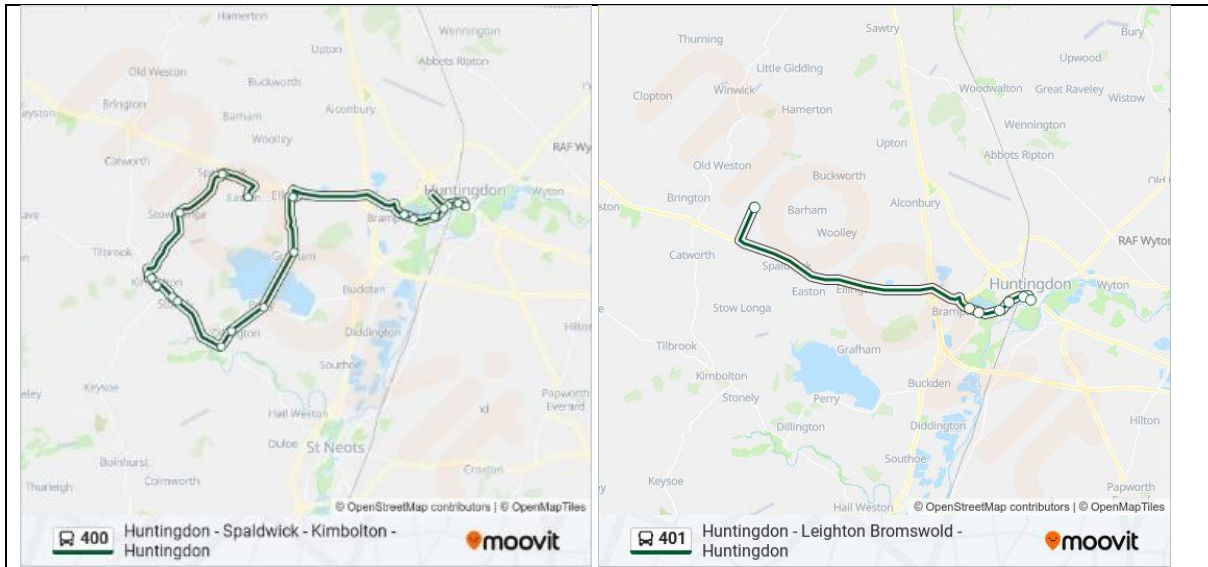
Retain with improvement

**Justification**

The Ting DRT service is proposed to be retained and refocused. The early trial of the service has shown that while it can meet an important need, that the coverage and purpose has been quite broad. The operating model has led to services focusing in St Neots, delivering shorter journeys within the local area which is serviced by other routes, rather than a focus on the more rural communities which are not serviced by other routes. The proposal is to better serve the communities to the West of Huntingdonshire and limit the potential for journeys to start and end within St Neots. The refocusing will remove duplication with scheduled bus services and provide more availability to the rural communities. The number of buses used to provide the service will be reviewed to ensure efficient use of resources. The review will enable the further consideration of the 400 and 401 services as all passenger journeys on those routes could be covered by Ting. These changes will be brought back to the January Board for decision.

**Next step**

Confirm service specification for change and consider changes to services 400 and 401 with local Councillors.



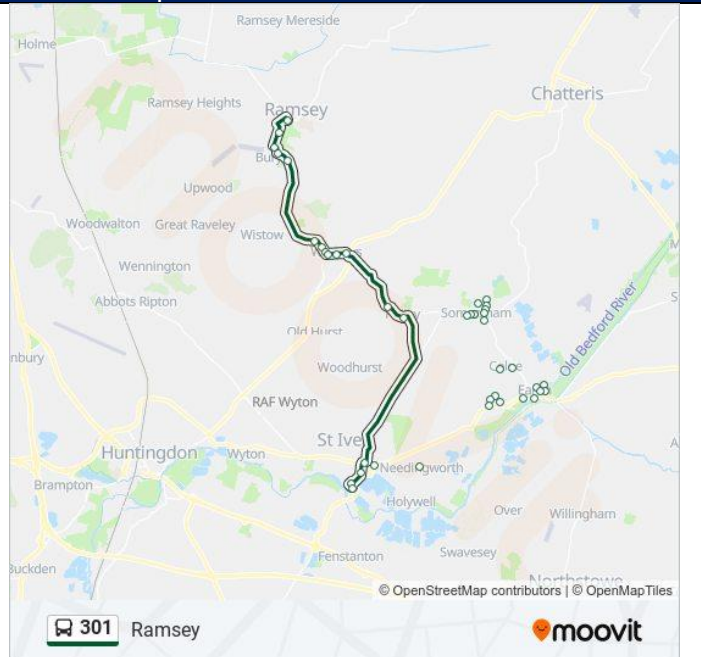


Service number	301	Patronage reported in 2022/23	5,775
Places service	St Ives - Somersham - Ramsey	Contract cost bracket	£150,001-£200,000
Catchment served	10,200	Length of route (km)	33.4
Number of amenities in catchment	65	Cost per passenger	£31.58
Current Operator	Dews	Cost per passenger per km banding	Under £1 per passenger per km

#### Service description

Early morning and evening journeys linking villages towns and villages in Huntingdonshire with St Ives so onward journeys can be taken to Cambridge for work and education, Monday to Saturday.

#### Service Map



#### Reason for service to be reviewed

Over £24 per passenger

#### Recommendation and Proposed change

Retain with improvement

#### Justification

It is proposed to retain the service in the current format, noting that a proposed improvement to the 305 is intended to support connectivity in the Ramsay area. Retaining the 301 in the current format and improving the 305 are intended to provide an overall improved bus service and attract more users. Note that the service has a Cost per passenger per km under £1.

#### Next step

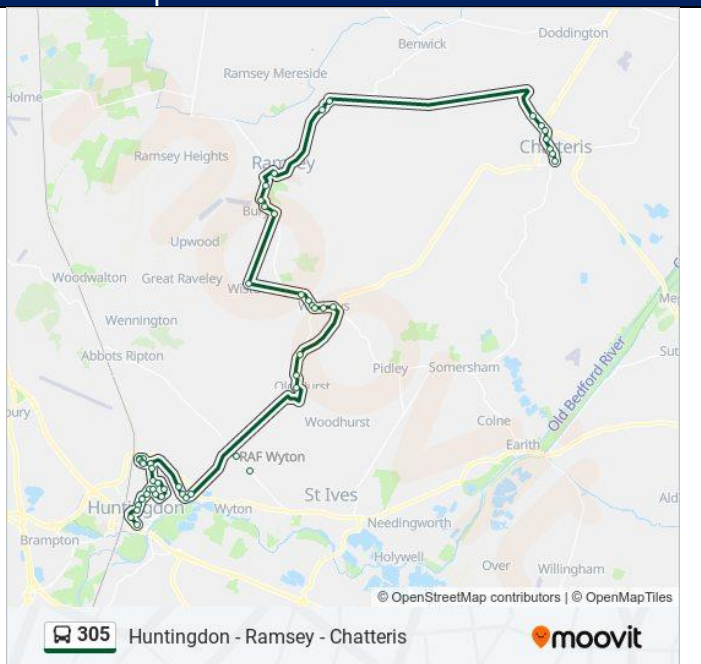
Confirm service specification for change with input from local Councillors.

Service number	305	Patronage reported in 2022/23	16,251
Places service	Huntingdon - Ramsey - Chatteris	Contract cost bracket	£200,001-£250,000
Catchment served	24,200	Length of route (km)	37.9
Number of amenities in catchment	96	Cost per passenger	£13.34
Current Operator	Dews	Cost per passenger per km banding	Under £1 per passenger per km

#### Service description

Service providing five return journeys, including one peak return journey, linking Huntingdonshire towns and villages with Chatteris and Huntingdon for work, education, shopping, leisure, and medical appointments. Operates Monday to Saturday.

#### Service Map



#### Reason for service to be reviewed

£13-£24 per passenger

#### Recommendation and Proposed change

Retain with improvement

#### Justification

The service will be improved to increase frequency and journey time. The approach would add one bus to the contract. After meeting with local councillors, there was clear feedback to focus on strengthening the Huntingdon – Ramsey and also connections to Chatteris. This approach will provide improved access to health, education, retail, job and entertainment facilities in Huntingdon.

#### Next step

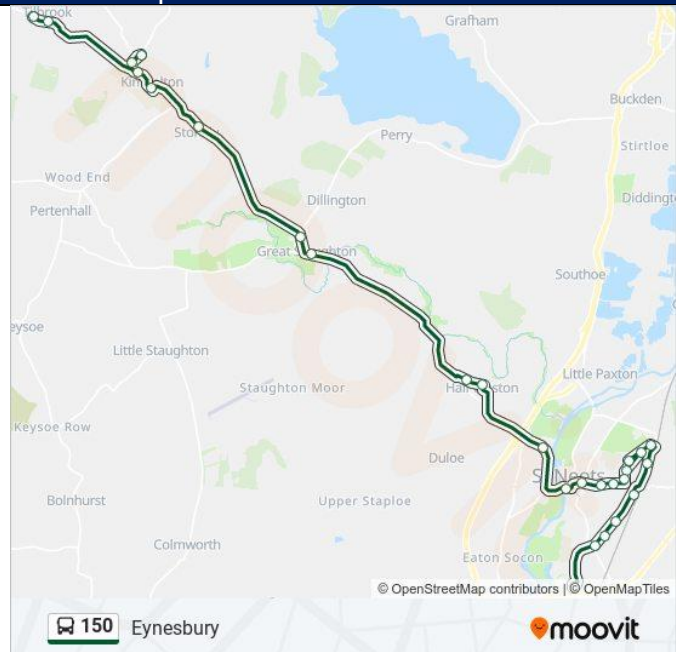
Confirm service specification for change with input from local Councillors.

Service number	150	Patronage reported in 2022/23	6,280
Places service	St Neots - Kimbolton - Tilbrook	Contract cost bracket	£50,001-£100,000
Catchment served	10,300	Length of route (km)	22.3
Number of amenities in catchment	62	Cost per passenger	£15.26
Current Operator	Dews	Cost per passenger per km banding	Under £1 per passenger per km

#### Service description

Service providing four return journeys, including one peak return journey, linking Huntingdonshire villages with St Neots for work, education, shopping, leisure, and medical appointments. Operates Monday to Saturday.

#### Service Map



#### Reason for service to be reviewed

£13-£24 per passenger

#### Recommendation and Proposed change


Retain with further review following refocusing of the Ting service

#### Justification

The service is proposed to be retained. Further work is required to determine the best operational and contractual approach to the service. The proposed changes to Ting are expected increase demand for this service. This will be further reviewed during 2024/25 to establish if demand has increased. Note that the service has a Cost per passenger per km under £1.

#### Next step

Review service performance following changes to Ting

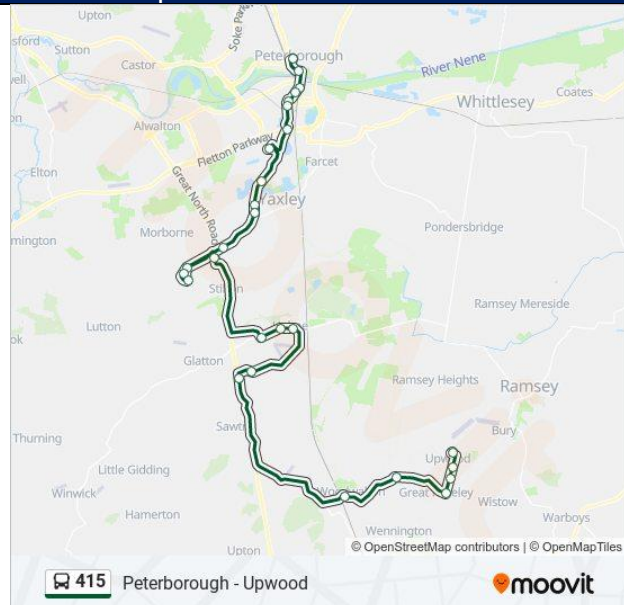
Service number	22A (300)	Patronage reported in 2022/23	3,518
Places service	St Ives Town Service	Contract cost bracket	50,001-100,000
Catchment served	9,330	Length of route (km)	23.9
Number of amenities in catchment	45	Cost per passenger	£22.11
Current Operator	Dews	Cost per passenger per km banding	Under £1 per passenger per km
<b>Service description</b>		<b>Service Map</b>	
<p>Providing five off-peak journeys which link residential areas of St Ives with the town centre and Morrisons supermarket, Monday to Saturday, for shopping, leisure, and medical appointments.</p>			
<b>Reason for service to be reviewed</b>			
£13-£24 per passenger			
<b>Recommendation and Proposed change</b>			
Retain with review of alignment following changes to commercial services			
<b>Justification</b>			
<p>This service, known as the 300, has seen recent increase in use following changes to the commercial service, specifically serving a gap in the network for the Morrisons superstore and local area. This change to the commercial network indicates that the 22A is now providing access to a wider community and initial evidence shows demand has increased for the services. This service should be retained but kept under review to ensure the increase in demand is retained. Note that the service has a Cost per passenger per km under £1.</p>			
<b>Next step</b>			
Review service performance to establish if demand uplift remains			

Service number	415	Patronage reported in 2022/23	642
Places service	Peterborough - Upwood	Contract cost bracket	10,000-50,000
Catchment served	10,500	Length of route (km)	42.6
Number of amenities in catchment	34	Cost per passenger	£20.49
Current Operator	Dews	Cost per passenger per km banding	Under £1 per passenger per km

#### Service description

Provides one return off-peak journey once each week between Huntingdonshire villages and Peterborough for shopping, leisure, or medical appointments.

#### Service Map



#### Reason for service to be reviewed

£13-£24 per passenger

#### Recommendation and Proposed change

Retain in current form with review to utilise the existing Dial-a-Ride.

#### Justification

The level of service provided through the tendered contract is low, therefore limited scope to recast the service, and no additional communities which could generate demand for the service. Therefore, there are limited alternatives to improve the service. The service should be retained, with further engagement on the potential to utilise a dial-a-ride service. The advantage of this option would be a more flexible service. The use of a dial-a-ride option would require people to register for the service, then pre-book. This option would need to be communicated to ensure users are able to access the service. Note that the service has a Cost per passenger per km under £1.

#### Next step

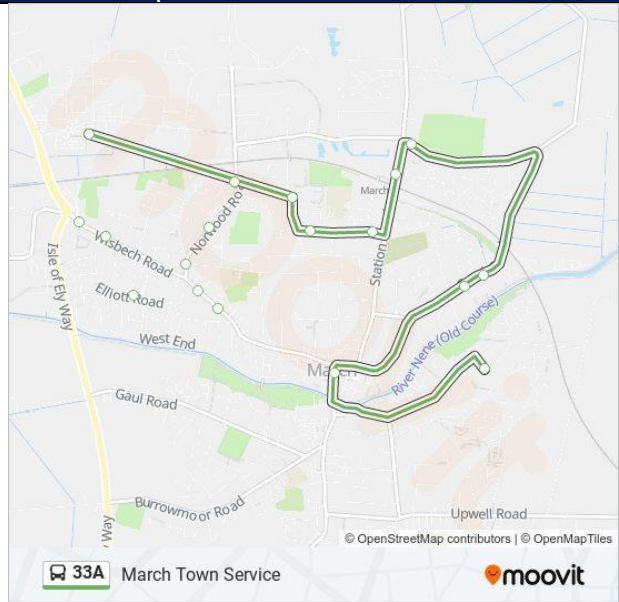
Review service performance to establish if an alternative approach is needed

Service number	33A	Patronage reported in 2022/23	4,130
Places service	March Town Service	Contract cost bracket	£50,001-£100,000
Catchment served	14,800	Length of route (km)	9.1
Number of amenities in catchment	37	Cost per passenger	£18.48
Current Operator	FACT	Cost per passenger per km banding	Over £2 per passenger per km

**Service description**

Eight off-peak journeys between 9am and 5pm, Monday to Saturday, linking residential areas of March with the town centre, railway station and Tesco, for shopping, leisure, and medical appointments.

**Service Map**



**Reason for service to be reviewed**

£13-£24 per passenger and Over £2 per passenger per km

**Recommendation and Proposed change**


Retain with improvement

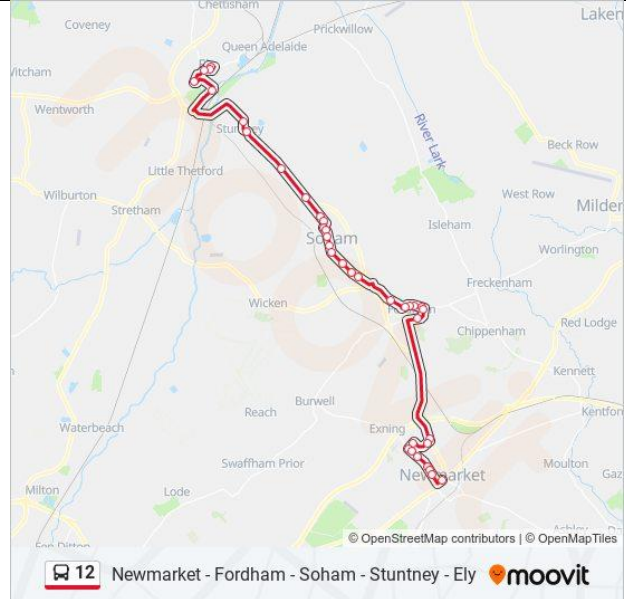
**Justification**

This service has been taken over by a new operator and as part of this change service changes were made. Data for the service since the operator has started shows that the Cost per passenger journey has significantly decreased and is below the £12 benchmark. There is an opportunity to further improve the service with better alignment with the rail station in March, including enabling the bus to use the upgraded car park. The service is proposed to be retained, with further work between CPCA, Fenland District Council and the operators to achieve the improved access to rail services.

**Next step**

Engagement with Fenland Officers and FACT to define refined operation,

Service number	17	Patronage reported in 2022/23	6,840
Places service	Royston - Bassingbourn - Guilden Morden	Contract cost bracket	£100,001-£150,000
Catchment served	4,100	Length of route (km)	24.0
Number of amenities in catchment	33	Cost per passenger	£18.44
Current Operator	Myalls	Cost per passenger per km banding	Under £1 per passenger per km
<b>Service description</b>		<b>Service Map</b>	
<p>Provides five return journeys, including one peak return journey, linking South Cambridgeshire villages with Royston for work, education, shopping, leisure, and medical appointments. Operates Monday to Saturday.</p>			
<b>Reason for service to be reviewed</b>			
£13-£24 per passenger			
<b>Recommendation and Proposed change</b>			
Retain with improvement			
<b>Justification</b>			
<p>Following engagement with the operator, the service will be slightly retimed to provide a more integrated and attractive service. The current timetable is poorly aligned with the more frequency 26 bus service, which connects the communities to onward destinations, including Cambridge. The operator as also identified improvements to the route which will retain access to all current communities and also provide an improved operational route. It is expected that with the improved link to the 26 and associated re-timing, that the service will become a more attractive option for more people. There is emerging evidence of service improvements and increased passenger use, largely due to improved reliability of the service. This emerging evidence should be reviewed to understand of the improvement in the cost per passenger is sustained over the next year. Note that the service has a Cost per passenger per km under £1.</p>			
<b>Next step</b>			
Confirm service specification for change			

Service number	12	Patronage reported in 2022/23	1,103
Places service	Newmarket - Fordham - Soham - Stuntney - Ely	Contract cost bracket	£10,000-£50,000
Catchment served	11,700	Length of route (km)	26.6
Number of amenities in catchment	52	Cost per passenger banding	£15.11
Current Operator	Star Cabs	Cost per passenger per km banding	Under £1 per passenger per km
<b>Service description</b>		<b>Service Map</b>	
One early morning journey linking Newmarket with Ely, via East Cambridgeshire villages, Monday to Friday, for work and education.		 <p>The map displays a route starting in Newmarket, heading north to Stuntney, then east to Soham, and finally south to Ely. The route is highlighted in red with a white outline. Various villages and towns are labeled on the map, including Newmarket, Soham, Stuntney, Ely, and many others in the surrounding area. The River Lark is also visible.</p>	
<b>Reason for service to be reviewed</b>			
£13-£24 per passenger			
<b>Recommendation and Proposed change</b>			
Retain			
<b>Justification</b>			
This service is a single journey to provide an early morning peak trip to provide access for work. The contract has limited scope for change as it follows the commercial service 12, which operators for the rest of the day. This service should be retained but kept under review. Note that the service has a Cost per passenger per km under £1.			
<b>Next step</b>			
Review service performance to establish if an alternative approach is needed			

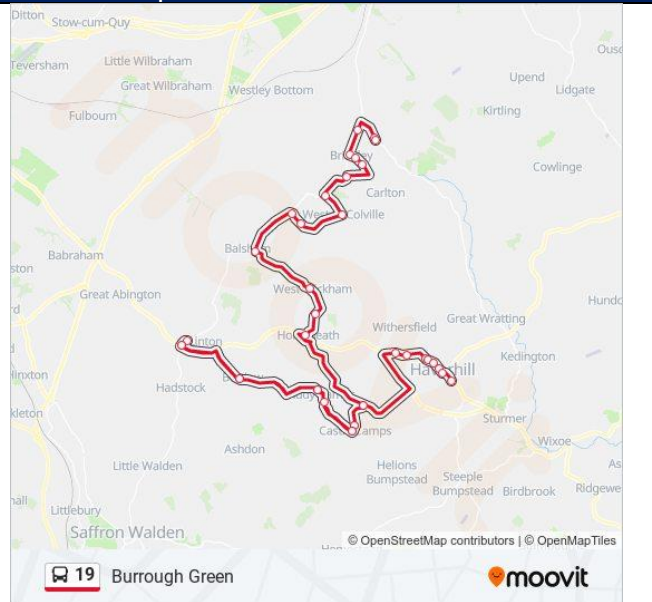


Service number	19	Patronage reported in 2022/23	4,582
Places service	Haverhill - Linton - Burrough Green	Contract cost bracket	£50,001-£100,000
Catchment served	1,500	Length of route (km)	32.2
Number of amenities in catchment	34	Cost per passenger banding	£14.56
Current Operator	Star Cabs	Cost per passenger per km banding	Under £1 per passenger per km

**Service description**

Service providing a mixture of peak journeys to Linton for onward journeys to Cambridge via commercial bus services, and off-peak journeys to Linton and Haverhill, Monday to Friday, for work, education, shopping, leisure, and medical appointments.

**Service Map**



**Reason for service to be reviewed**

£13-£24 per passenger

**Recommendation and Proposed change**

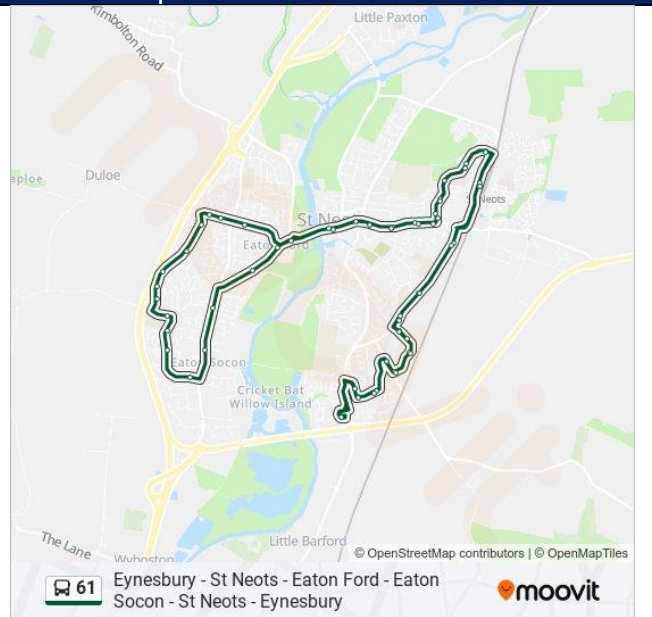
Retain, with further cross-boundary review

**Justification**

The service provides important access to employment and services and is performing reasonably well. While over the £12 cost per passenger benchmark, when taking the distance of the service into account it performs better. There are opportunities to better integrate the service with other cross boundary services into Newmarket. This will require collaboration with neighbouring authorities to ensure the needs for communities in each authority area are met. It is proposed that CPCA continue to engage with neighbouring authorities to explore further alignment with the cross-boundary services bus services to further improve the performance. Note that the service has a Cost per passenger per km under £1.

**Next step**

Confirm service specification for change

Service number	61	Patronage reported in 2022/23	11,180
Places service	Eynesbury - St Neots - Eaton Ford/Eaton Socon - St Neots - Eynesbury	Contract cost bracket	£100,001-£150,000
Catchment served	20,800	Length of route (km)	19.1
Number of amenities in catchment	60	Cost per passenger banding	£13.40
Current Operator	Dews	Cost per passenger per km banding	Under £1 per passenger per km
<b>Service description</b>		<b>Service Map</b>	
<p>Providing four off-peak journeys, Monday to Friday, and six off-peak journeys on Saturday which link residential areas of St Neots with the town centre, railway station, and Tesco supermarket, for shopping, leisure, and medical appointments.</p>			
<b>Reason for service to be reviewed</b>			
£13-£24 per passenger			
<b>Recommendation and Proposed change</b>			
Retain			
<b>Justification</b>			
<p>This service has been taken over by a new operator and as part of this retender service changes were made. The improvement in the performance is a combination of improved reliability and customer experience. The more recent cost per passenger figure, is significantly below the £12 per passenger benchmark. Note that the service has a Cost per passenger per km under £1.</p>			
<b>Next step</b>			
Progress contracting			



<b>Overview and Scrutiny Committee</b>	Agenda Item
<b>27 November 2023</b>	<b>9</b>

Title:	Combined Authority Budget and Corporate Strategy Update
Report of:	Robert Emery, Assistant Director of Finance
Lead Member:	Edna Murphy (Lead Member for Governance)
Public Report:	Yes
Key Decision:	N/A
Voting Arrangements:	A simple majority of all Members

**Recommendations:**

A	Note the draft Corporate Strategy and Medium-Term Financial Plan.
B	Consider if there are questions the Committee want to pose to the Combined Authority Board ahead of the consultation

**Strategic Objective(s):**

The proposals within this report fit under the following strategic objective(s):	
X	Achieving Best Value and High Performance
Welcoming the opportunity for effective scrutiny of the Combined Authority’s medium-term plans and budgets is an essential element in demonstrating good governance and facilitates the delivery of a Best Value and High Performance organisation.	

**1. Purpose**

1.1	This paper, alongside the published drafts of the Corporate Strategy and Medium-Term Financial Plan (MTFP), which can be found here <a href="#">CA Board Agenda 29<sup>th</sup> November</a> provide the Committee with the opportunity to review the Combined Authority’s draft plans and consider whether there are questions they wish to pose to the Board alongside the draft budget and MTFP.
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**2. Background**

2.1	At the Committee’s September meeting they received a paper setting out the process and timeline for the refresh of the Combined Authority’s Corporate Strategy and MTFP, as the draft of these documents are now published ahead of the Combined Authority Board meeting on the 29 <sup>th</sup> November the Committee are invited to pre-scrutinise the draft Corporate Strategy and MTFP, as well as the proposed consultation timeline. The Committee is asked to note that there will be a further opportunity to respond to the issues contained in the draft MTFP as noted in paragraph 3.3 below.
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2.2	The draft Corporate Plan and MTFP being approved by the Board initiates 'Stage 4' of the process set out in the previous report – the main consultation phase in which the Combined Authority seeks the views of the public and key stakeholders on the proposed strategies and key questions that inform them.
2.3	As a statutory consultee the Committee will have the opportunity to take a deep dive into the draft MTFP in a session during the consultation period which commences on the 30th November.

### 3. Appendices

4.1	N/A
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### 4. Implications

#### Financial Implications

5.1	There are no direct financial implications however the contents of the draft strategies will shape the Combined Authority's financial interventions over the medium-term.
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#### Legal Implications

6.1	There are no direct legal implications to this report, the Combined Authority has a statutory duty to consult the Committee on its Budget and this will be done through a dedicated session during the consultation period.
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#### Public Health Implications

7.1	None directly
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#### Environmental & Climate Change Implications

8.1	None directly
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#### Other Significant Implications

9.1	None directly
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#### Background Papers

10.1	<a href="#">Corporate Strategy &amp; Medium-Term Financial Plan Refresh Process paper presented to the September Committee</a>
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10.2	<a href="#">Draft Corporate Strategy and Medium-Term Financial Plan – item 14 on the November Combined Authority Board agenda</a>
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<b>Agenda Item 14</b>	<b>Appendix 9</b>
<b>Draft 2024/25 Corporate Strategy and Budget and Medium-Term Financial Plan</b>	<b>A</b>

**ASSUMPTIONS USED IN THE CREATION OF THE DRAFT MTFP FOR CONSULTATION**

1. MTFP (excluding budget option regarding the bus network) based on current budget including current gainshare & precept levels
2. Pay inflation: 4% pa from 2024-25
3. Non-pay inflation: At contractual or assumed rates using range of specific inflation indices
4. Transport levy from Cambridgeshire County Council and Peterborough City Council increases by 2% pa
5. New house building leads to Council Taxbase increase of 2% pa from 2024-25
6. Bus Service Improvement Programme+ grant does not continue after 2024-25
7. No funds received from Greater Cambridge Partnership
8. No Franchise or Enhanced Partnership delivery expenditure included
9. Only secured income included, but grants held back assumed to be released (but see below under point 15)
10. No borrowing to fund Capital programme so no revenue financing costs
11. Where income sources reduce/end staffing costs are reduced in line at same time
12. General Reserves built in at 2% of revenue expenditure (reflecting relative certainty of revenue expenditure)
13. Programme & Corporate Response Funds for unexpected requirements of £1.435m each year from 2024-25
14. No dedicated Improvement Programme funding after 2023-24
15. Treasury Management Funds forecast to total £8.5m this year, but propose holding £1.7m back unallocated to manage potential risk from grants held back (see point 9 above)
16. Assume remainder of this year's treasury income (except £1.7m held back in point 15. above) and vast majority of the Programme Response Fund allocated out to one off spend at Bord on 29<sup>th</sup> November.
17. Treasury management income reduces to £4.5m in 2024-25, £2.0m in 2025-26, £1.5m in 2026-27 and £1.1m in 2027-28 reflecting anticipated reductions in cash volumes and interest rates
18. Treasury forecasts based on cash flow forecast and OBR interest rate projections
19. Overprogramming on capital programme to reflect potential slippage from issues outside CPCA control. Set at 4.3% of programme gross budget 2023-2028 and 6.0% of programme controllable budget 2023-28 (excluding highways grants passported to highways authorities)
20. MTFP includes central/corporate efficiency target from 2025-26 (£100k in 2025-26 rising to £200k pa from 2026-27 onwards) (£500k cumulative saving total)

2023/24		2024/25	2025/26	2026/27	2027/28
£'000	Capital Programme	£'000	£'000	£'000	£'000
	<b>Economy &amp; Growth Directorate</b>				
	<b>Business</b>				
4,516	<i>Business Rebound &amp; Growth Service - Capital Grant and Equity Fund</i>	-	-	-	-
876	<i>College of West Anglia - Net Zero</i>	1,124	-	-	-
-	<i>Creative Industries</i>	-	1,000	1,000	1,000
-	<i>Cultural Quarter</i>	500	1,000	-	-
400	<i>Expansion of Growth Co Inward Investment</i>	-	-	-	-
950	<i>Growth Works Additional Equity Fund (cap)</i>	4,275	4,275	-	-
-	<i>Illumina Accelerator</i>	800	-	-	-
-	<i>Levelling Up</i>	2,500	2,500	2,500	2,500
-	<i>Market Towns and Villages</i>	1,250	-	-	-
455	<i>Market Towns: Chatteris</i>	88	-	-	-
347	<i>Market Towns: Ely</i>	-	-	-	-
345	<i>Market Towns: Huntingdon</i>	201	-	-	-
475	<i>Market Towns: Littleport</i>	400	125	-	-
633	<i>Market Towns: March</i>	88	-	-	-
405	<i>Market Towns: Ramsey</i>	-	-	-	-
621	<i>Market Towns: Soham</i>	-	-	-	-
-	<i>Market Towns: St Neots</i>	3,100	-	-	-
345	<i>Market Towns: St. Ives</i>	201	-	-	-
450	<i>Market Towns: Whittlesey</i>	88	-	-	-
281	<i>Market Towns: Wisbech</i>	88	-	-	-
302	<i>Ramsey Food Hub</i>	-	-	-	-
804	<i>Rural England Fund</i>	2,411	-	-	-
250	<i>Start Codon (Equity)</i>	635	-	-	-
-	<i>Strategic Growth Fund</i>	4,400	5,000	5,200	5,400
751	<i>UK SPF Core (cap)</i>	2,051	-	-	-
<b>13,206</b>	<b>Business Total</b>	<b>24,200</b>	<b>13,900</b>	<b>8,700</b>	<b>8,900</b>
	<b>Skills</b>				
2,400	<i>FE Cold Spots (cap)</i>	2,175	-	-	-
<b>2,400</b>	<b>Skills Total</b>	<b>2,175</b>	-	-	-
	<b>UoP</b>				
1,300	<i>Prop Co 1</i>	-	-	-	-
3,000	<i>Prop Co 2</i>	-	-	-	-
<b>4,300</b>	<b>UoP Total</b>	-	-	-	-
<b>19,906</b>	<b>Economy &amp; Growth Directorate Total</b>	<b>26,375</b>	<b>13,900</b>	<b>8,700</b>	<b>8,900</b>
	<b>Resources and Performance Directorate</b>				
	<b>Digital Services and Support</b>				
42	<i>Digital Services and Support</i>	42	42	42	42
42	<b>Digital Services and Support Total</b>	<b>42</b>	<b>42</b>	<b>42</b>	<b>42</b>
	<b>Energy</b>				
22,338	<i>GSE HUG2 (Capital) -2324</i>	29,988	-	-	-
4,112	<i>GSE Green Home Grant Capital - HUG 1</i>	-	-	-	-
13,234	<i>GSE Green Home Grant Capital - LAD 3</i>	-	-	-	-
-	<i>HUG2 23/24</i>	-	-	-	-
-	<i>Local Energy Advice Demonstrator</i>	-	-	-	-
-	<i>Net Zero Hub</i>	-	-	-	-
39,684	<b>Energy Total</b>	<b>29,988</b>	-	-	-
	<b>Human Resources &amp; Organisational Development</b>				
-	<i>HR system implementation</i>	50	-	-	-
-	<b>Human Resources &amp; Organisational Development Total</b>	<b>50</b>	-	-	-
	<b>R&amp;P</b>				
167	<i>Office Fit-out costs</i>	-	-	-	-
167	<b>R&amp;P Total</b>	-	-	-	-
<b>39,893</b>	<b>Resources and Performance Directorate Total</b>	<b>30,080</b>	<b>42</b>	<b>42</b>	<b>42</b>

2023/24		2024/25	2025/26	2026/27	2027/28
£'000	Capital Programme	£'000	£'000	£'000	£'000
	<b>Place &amp; Connectivity Directorate</b>				
	<b>Climate</b>				
500	Care Home Retrofit Programme	1,500	-	-	-
153	City of Cambridge Culture - Capital	30	-	-	-
-	Climate Capital Fund	2,250	2,250	2,250	2,250
60	Greater Cambridge Chalk Stream Project - Capital	120	120	-	-
800	Huntingdonshire Biodiversity for all - Capital	500	-	-	-
280	Logan's Meadow Local Nature Reserve wetland extension	-	-	-	-
-	Meanwhile at Core Site, North East Cambridge	1,000	-	-	-
250	Nature and Environment Investment Fund	750	-	-	-
250	Net Zero Villages Programme	750	-	-	-
-	Waterbeach Depot Solar PV Smart-grid Project	2,700	-	-	-
<b>2,293</b>	<b>Climate Total</b>	<b>9,600</b>	<b>2,370</b>	<b>2,250</b>	<b>2,250</b>
	<b>Digital Connectivity</b>				
1,719	Digital Connectivity Infrastructure Programme	1,500	-	-	-
<b>1,719</b>	<b>Digital Connectivity Total</b>	<b>1,500</b>	-	-	-
	<b>Housing</b>				
11,672	Affordable Housing Grant Programme	5,287	4,406	-	-
271	Housing Investment Fund	-	-	-	-
<b>11,943</b>	<b>Housing Total</b>	<b>5,287</b>	<b>4,406</b>	-	-
	<b>Transport</b>				
3,116	A10 Upgrade	3,460	3,000	-	-
1,628	A1260 Nene Parkway Junction 15	-	-	-	-
9,492	A1260 Nene Parkway Junction 32-3	-	-	-	-
7,001	A141 & St Ives	1,500	1,500	-	-
1,221	A16 Norwood Junction	1,000	3,000	2,500	-
400	A603 Barton Road	-	-	-	-
3,720	Active Travel 4	-	-	-	-
550	Active Travel Funding (cap)	1,779	1,300	1,000	1,000
200	Addenbrookes Roundabout	-	-	-	-
-	Alconbury Railway Station	500	-	-	-
-	BP Roundabout NMU Footbridge top-up	500	2,500	-	-
225	Brook Crossing - Sutton	-	-	-	-
225	Carlyle Road Crossing	-	-	-	-
2,500	Centre for Green Technology	-	-	-	-
800	County-wide speed reduction	-	-	-	-
260	East Park Street Crossings	-	-	-	-
124	Ely Area Capacity Enhancements	-	-	-	-
7,531	Fengate Access Studies Phase 1	-	-	-	-
468	Fengate Access Studies Phase 2 (University Access)	230	-	-	-
32	Fengate Access Study - Eastern Industries Access - Phase 1	-	-	-	-
373	Fengate Access Study - Eastern Industries Access - Phase 2	-	-	-	-
465	Fletton Quays Footbridge	2,963	-	-	-
27,695	Highways Maintenance and Pothole funding (with PCC and CCC)	27,695	27,695	27,695	27,695
-	LEVI	-	-	-	-
5,573	March Junction Improvements	3,000	4,000	-	-
500	Northstow P&R Link	-	-	-	-
631	Peterborough Green Wheel	-	-	-	-
680	Peterborough Station Quarter	47,170	-	-	-
267	Regeneration of Fenland Railway Stations	1,000	1,000	1,000	-
-	Road Safety fund	250	250	250	250
10	School Streets	-	-	-	-
100	Smaller Road Safety Measures	-	-	-	-
500	Snailwell Loop	-	-	-	-
523	Wisbech Access Strategy	-	-	-	-
5,390	Wisbech Rail	-	-	-	-

2023/24		2024/25	2025/26	2026/27	2027/28
£'000	Capital Programme	£'000	£'000	£'000	£'000
<b>84,319</b>	<b>Transport Total</b>	<b>92,762</b>	<b>45,960</b>	<b>32,445</b>	<b>28,945</b>
	<b>Passenger Transport</b>				
-	<i>Bus Stop Infrastructure</i>	500	500	500	500
6,258	<i>ZEBRA</i>	-	-	-	-
<b>6,258</b>	<b>Passenger Transport Total</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>
<b>106,532</b>	<b>Place &amp; Connectivity Directorate Total</b>	<b>109,649</b>	<b>53,236</b>	<b>35,195</b>	<b>31,695</b>
<b>166,330</b>	<b>Grand Total</b>	<b>166,104</b>	<b>67,178</b>	<b>43,937</b>	<b>40,637</b>



2023/24		2024/25	2025/26	2026/27	2027/28
£'000	Revenue Programme	£'000	£'000	£'000	£'000
	<b>Mayor's Office</b>				
	<b>Mayor</b>				
-	<i>Election Costs</i>	-	780	-	-
102	<i>Mayor's Allowance</i>	106	110	114	118
10	<i>Mayor's Conference Attendance</i>	10	10	10	10
24	<i>Mayor's Office Accommodation</i>	24	24	24	24
18	<i>Mayor's Office Expenses</i>	18	18	18	18
3,624	<i>Precept funded contribution to operational budgets</i>	3,691	3,760	3,835	3,912
<b>3,778</b>	<b>Mayor Total</b>	<b>3,849</b>	<b>4,702</b>	<b>4,001</b>	<b>4,082</b>
<b>3,778</b>	<b>Mayor's Office Total</b>	<b>3,849</b>	<b>4,702</b>	<b>4,001</b>	<b>4,082</b>
	<b>Chief Executive's Office</b>				
52	<b>Comms and Engagement</b>	<b>325</b>	<b>180</b>	<b>115</b>	<b>115</b>
39	<b>Coronation and Eurovision</b>	-	-	-	-
135	<b>Local Evaluation Framework Initiation</b>	<b>50</b>	-	-	-
91	<b>Monitoring and Evaluation</b>	<b>140</b>	<b>140</b>	<b>140</b>	<b>140</b>
170	<b>Shared Vision</b>	-	-	-	-
150	<b>State of The Region</b>	-	-	-	-
	<b>CXO Staffing</b>				
260	<i>CEX office</i>	280	303	315	327
629	<i>Comms &amp; Engagement</i>	590	619	653	691
368	<i>Executive Support</i>	342	356	375	392
126	<i>Mayoral Advisory</i>	131	135	141	147
493	<i>Policy &amp; Evaluation</i>	519	550	579	609
<b>1,876</b>	<b>CXO Staffing Total</b>	<b>1,862</b>	<b>1,963</b>	<b>2,063</b>	<b>2,166</b>
<b>2,513</b>	<b>Chief Executive's Office Total</b>	<b>2,377</b>	<b>2,283</b>	<b>2,318</b>	<b>2,421</b>

2023/24		2024/25	2025/26	2026/27	2027/28
£'000	Revenue Programme	£'000	£'000	£'000	£'000
	<b>Economy &amp; Growth Directorate</b>				
	<b>Business</b>				
250	Devolution 2 Development	900	-	-	-
-	Greater Cambridge Social Impact Fund	1,000	-	-	-
4,347	Growth Co Services	-	-	-	-
41	Growth Hub	-	-	-	-
-	Growth Hub 'Team Cambridgeshire'	573	573	572	-
156	Growth Works Additional Equity Fund (rev)	156	127	-	-
500	Health and Wellbeing Strategy	-	-	-	-
-	Innovate Cambridge	50	50	50	-
75	Insight & Evaluation Programme	75	75	75	-
-	Inward Investment	200	-	-	-
242	Local Growth Fund Costs	-	-	-	-
38	Marketing and Promotion of Services	35	33	30	-
230	New Economy Team	460	460	-	-
-	Sector Business Strategies	400	-	-	-
161	UK Shared Prosperity Fund - Management Costs	608	-	-	-
1,999	UK Shared Prosperity Fund - Revenue	3,018	-	-	-
<b>8,039</b>	<b>Business Total</b>	<b>7,475</b>	<b>1,318</b>	<b>727</b>	<b>-</b>
	<b>Skills</b>				
10,846	AEB Devolution Programme	10,846	10,846	10,846	10,846
1,954	AEB Free Courses for Jobs	954	954	954	965
-	AEB High Value Courses	-	-	-	-
779	AEB Innovation Fund - Revenue	500	500	500	500
602	AEB Programme Costs	602	602	602	602
68	AEB Provider Capacity Building	-	-	-	-
108	AEB Strategic Partnership Development	-	-	-	-
266	Careers and Enterprise Company (CEC)	161	-	-	-
60	Changing Futures	60	-	-	-
225	FE Cold Spots (rev)	-	-	-	-
1,495	Multiply Programme	1,395	-	-	-
-	Post-SPF Skills Support	-	333	333	334
55	Skills Advisory Panel (SAP) (DfE)	-	-	-	-
799	Skills Bootcamp Wave 3	-	-	-	-
1,519	Skills Bootcamp Wave 4	1,359	-	-	-
9	UKSPF All age Careers	9	-	-	-
45	UKSPF Internships	175	-	-	-
95	UKSPF Skills Brokerage	380	-	-	-
<b>18,925</b>	<b>Skills Total</b>	<b>16,441</b>	<b>13,235</b>	<b>13,235</b>	<b>13,247</b>
	<b>UoP</b>				
-	University of Peterborough OPA	200	-	-	-
-	<b>UoP Total</b>	<b>200</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>Workstream Budget</b>				
111	Contribution to A14 Upgrade (DfT)	111	111	111	111
<b>111</b>	<b>Workstream Budget Total</b>	<b>111</b>	<b>111</b>	<b>111</b>	<b>111</b>
<b>50</b>	<b>Development of a cultural strategy</b>	<b>50</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>E&amp;G Staffing</b>				
103	AEB	-	-	-	-
91	Business	238	356	385	405
20	CEC	35	-	-	-
186	Exec Director E&G	199	206	214	223
158	Skills	152	150	156	162
<b>558</b>	<b>E&amp;G Staffing Total</b>	<b>624</b>	<b>712</b>	<b>755</b>	<b>790</b>
<b>27,683</b>	<b>Economy &amp; Growth Directorate Total</b>	<b>24,901</b>	<b>15,376</b>	<b>14,828</b>	<b>14,148</b>

2023/24		2024/25	2025/26	2026/27	2027/28
£'000	Revenue Programme	£'000	£'000	£'000	£'000
	<b>Place &amp; Connectivity Directorate</b>				
	<b>Climate</b>				
113	City of Cambridge Culture - Revenue	75	-	-	-
100	Climate Change	1,100	1,100	100	100
110	Delivering the Climate Action Plan	-	-	-	-
150	Developing Climate evidence and data	-	-	-	-
75	Doubling Nature Metrics	50	-	-	-
70	Future Fens	-	-	-	-
40	Greater Cambridge Chalk Stream Project - Revenue	80	-	-	-
100	Huntingdonshire Biodiversity for all - Revenue	50	-	-	-
40	Lifebelt City Portrait	-	-	-	-
60	Local Area Energy Plan	-	-	-	-
-	Meanwhile at Core Site, North East Cambridge - Revenue	-	120	-	-
80	Natural Cambridgeshire	70	-	-	-
190	Non-Statutory Spatial Framework (Phase 2)	50	-	-	-
75	Rewilding Programme	75	-	-	-
-	Sustainable Infrastructure	400	-	-	-
<b>1,203</b>	<b>Climate Total</b>	<b>1,950</b>	<b>1,220</b>	<b>100</b>	<b>100</b>
	<b>Transport</b>				
176	Active Travel 4	-	-	-	-
617	Active Travel Capability Funding	-	-	-	-
33	Active Travel Funding (rev)	-	-	-	-
150	Civil Parking Enforcement	-	-	-	-
-	Develop strategic infrastructure fund	100	-	-	-
492	LEVI	-	-	-	-
12	Living Streets Walk to School	-	-	-	-
55	Love to Ride	-	-	-	-
-	LTCP sub-strategy development	800	800	670	-
<b>1,535</b>	<b>Transport Total</b>	<b>900</b>	<b>800</b>	<b>670</b>	<b>-</b>
	<b>Passenger Transport</b>				
2,000	BSIP+ commitments Nov CA Board	-	-	-	-
150	Bus Reform Consultation	-	-	-	-
517	Bus Review Implementation	-	-	-	-
-	Cambridge City Passenger Transport Services	130	-	-	-
-	Contribution to Passenger Transport services from Mayoral budget	-	-	-	-
-		-	-	-	-
300	Demand Responsive Travel pilot	-	-	-	-
900	Development of Bus Franchising	900	-	-	-
411	Public Transport: Bus Service Operator Grant	411	411	411	411
8,915	Public Transport: Concessionary fares	9,806	10,002	10,202	10,406
292	Public Transport: Contact Centre	306	312	318	324
325	Public Transport: RTPI, Infrastructure & Information	332	339	345	352
7,015	Public Transport: Supported Bus Services	7,705	7,859	8,016	8,176
572	Public Transport: Team and Overheads	584	595	607	607
-	Reduced Fares for under 25s	4,000	500	-	-
<b>17,773</b>	<b>Passenger Transport Total</b>	<b>20,482</b>	<b>16,258</b>	<b>16,065</b>	<b>16,366</b>
	<b>P&amp;C Staffing</b>				
-	Bus reform	173	188	206	223
274	Environment and Spatial Planning	317	332	350	369
165	Housing	171	176	183	191
-	Passenger Transport	-	-	-	-
869	Strategic Transport	1,104	1,141	1,189	1,237
<b>1,308</b>	<b>P&amp;C Staffing Total</b>	<b>1,765</b>	<b>1,837</b>	<b>1,928</b>	<b>2,020</b>
<b>21,819</b>	<b>Place &amp; Connectivity Directorate Total</b>	<b>25,097</b>	<b>20,115</b>	<b>18,763</b>	<b>18,486</b>

2023/24		2024/25	2025/26	2026/27	2027/28
£'000	Revenue Programme	£'000	£'000	£'000	£'000
	<b>Resources and Performance Directorate</b>				
	<b>Digital Services and Support</b>				
296	ICT external support	221	226	226	231
113	Software Licences, Mobile Phones cost	73	73	73	73
<b>410</b>	<b>Digital Services and Support Total</b>	<b>295</b>	<b>299</b>	<b>300</b>	<b>304</b>
	<b>Energy</b>				
3,942	GSE HUG2 (Revenue) -2324	5,292	-	-	-
1,610	GSE Energy Hub	-	-	-	-
3,271	GSE Green Homes Grant Ph 3 (LAD 3)	-	-	-	-
454	GSE Home Improvement Grant (HUG 1)	-	-	-	-
2,669	GSE Net Zero Hub	1,064	-	-	-
-	GSE Net Zero Investment Design	-	-	-	-
250	GSE Public Sector Decarbonisation	645	340	-	-
445	GSE Rural Community Energy Fund (RCEF)	-	-	-	-
-	HUG2 23/24	-	-	-	-
2,170	Local Energy Advice Demonstrator	2,170	-	-	-
<b>14,811</b>	<b>Energy Total</b>	<b>9,171</b>	<b>340</b>	<b>-</b>	<b>-</b>
	<b>Finance and Procurement</b>				
240	Audit Costs	250	250	250	250
66	Finance Service	61	62	63	64
70	Finance System	-	-	-	-
39	Insurance	38	39	40	41
<b>415</b>	<b>Finance and Procurement Total</b>	<b>349</b>	<b>351</b>	<b>353</b>	<b>355</b>
	<b>Human Resources &amp; Organisational Development</b>				
12	HR systems	50	50	50	50
10	Payroll	-	-	-	-
100	Recruitment Costs	50	50	50	50
<b>122</b>	<b>Human Resources &amp; Organisational Development Total</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>
	<b>Legal, Governance and Member Services</b>				
144	Committee/Business Board Allowances	227	222	222	222
95	Democratic Services	50	35	35	35
70	External Legal Counsel	70	70	70	70
8	Procurement	3	11	11	11
<b>317</b>	<b>Legal, Governance and Member Services Total</b>	<b>350</b>	<b>338</b>	<b>338</b>	<b>338</b>
	<b>Other Employee Costs and Corporate Overheads</b>				
212	Accommodation Costs	212	212	212	212
158	Change Management Reserve	160	160	160	-
56	Corporate Subscriptions	62	65	68	71
32	Office running costs	32	32	32	32
-	Overheads recharged to programmes	-	890	-	528
89	Training	105	105	105	105
88	Travel and professional memberships	70	74	78	82
<b>49</b>	<b>Other Employee Costs and Corporate Overheads Total</b>	<b>-</b>	<b>248</b>	<b>148</b>	<b>128</b>
	<b>Response Funds</b>				
-	Corporate Efficiency Target	-	-	100	-
145	Corporate Response Fund	145	145	145	145
762	Improvement Plan	-	-	-	-
9	Programme Response Fund	1,290	1,290	1,290	1,290
-	SAF OBC development fund	500	-	-	-
<b>916</b>	<b>Response Funds Total</b>	<b>1,935</b>	<b>1,335</b>	<b>1,235</b>	<b>1,235</b>
	<b>R&amp;P Staffing</b>				
195	Exec Director R&P	199	206	214	223
570	Finance	644	679	712	743
384	Governance	402	423	446	470
332	HR & OD	354	370	364	389

2023/24		2024/25	2025/26	2026/27	2027/28
£'000	Revenue Programme	£'000	£'000	£'000	£'000
537	<i>Legal</i>	598	635	667	694
-	<i>NZ Hub</i>	-	-	-	-
262	<i>PMO</i>	387	409	433	457
211	<i>Procurement</i>	220	231	244	256
<b>2,491</b>	<b>R&amp;P Staffing Total</b>	<b>2,804</b>	<b>2,953</b>	<b>3,080</b>	<b>3,232</b>
<b>19,531</b>	<b>Resources and Performance Directorate Total</b>	<b>14,755</b>	<b>5,864</b>	<b>5,533</b>	<b>5,699</b>
<b>75,323</b>	<b>Grand Total</b>	<b>70,979</b>	<b>48,340</b>	<b>45,444</b>	<b>44,836</b>

<b>Agenda Item 14</b>	<b>Appendix 9</b>
<b>Draft 2024/25 Corporate Strategy and Budget and Medium-Term Financial Plan</b>	<b>D</b>

## **New Capital Investment Proposals**

Throughout September, October and November the Combined Authority Officers have been working with Constituent Council Officers and Members to identify what the high priority investment areas are across the region, which demonstrate strong fit with the strategic objectives of the Combined Authority identified in the Business Plan, and to match those needs to the funding available within the Combined Authority's budgets.

The shared ambition of the Combined Authority area is significant, and this list of projects has been constrained by available resources. The Combined Authority will continue to lobby government for more investment into the area and, where this is successful, will update and increase the programme in response.

### **Achieving Good Growth, Ambitious Skills and Employment Opportunities**

#### **Strategic Growth Fund - £20m**

The funds available for local government to locally determine investment into skills and economic capital has reduced since the end of the Local Growth Fund, this fund is intended to mitigate this shortfall and fund both direct construction as well as enabling infrastructure. It is anticipated that £5m of the fund will be used to help develop critical infrastructure at the University of Peterborough. The fund is phased to increase each year in anticipation of growth in the economy.

#### **Levelling Up - £10m**

This fund is proposed to enable both local match funding for projects which will leverage significant external funding as well as the opportunity to expand the current market towns programme into other large non-market town settlements in the area enabling the delivery of much-needed public realm improvements.

#### **Creative Industries - £3m**

Support for the development of the Cambridge Leisure/Junction site south of Cambridge centre to help create a regional hub for creative industries., including space for start-ups, artists and other creatives in one location that is not currently present in the South of the region.

#### **Cambridge Cultural Quarter - £1.5m**

Match funding to support the development of the Market Square and Guildhall in Cambridge into a new 'Cultural Quarter'.

### **Improving Connectivity**

#### **A10 and A1139 Business Case development – each £3m**

As part of the announcement of Network North the Government have committed to funding the delivery of the upgrades of the A10 (Cambridge City to East Cambridgeshire) and the A1139 (Peterborough) in the Combined Authority area. While the details of these commitments have not yet been confirmed by

the Department for Transport the Combined Authority is allocating funds to ensure the work to develop the business case of these projects is progressed in the short-term to ensure release of the delivery funds when available.

#### **A141 Business Case development - £3m**

The A141 provides a critical east-west transport link through Huntingdonshire. Within the District alone there are 4 significant development sites which relying on it directly, beyond the district is also provides a key access route to the Fens and its high quality agricultural produce. The funds will ensure that a high quality Strategic Business case is developed to seek funding for the major delivery work that will be needed on this route.

#### **Footbridge across the A10 at the BP Roundabout - £3m**

The study commissioned by the Combined Authority showed that the A10 is a significant barrier to pedestrians and cyclists travelling between Witchford and Ely. Improving the routes for these users to navigate the roundabout close to the BP fuel station and Lancaster Way Business Park will enable safer journeys between the two. The study outlined two options to address the problem, a bridge for pedestrians and cyclists entirely bypassing the roundabout or a non-bridge option. This funding allocation, on top of the existing £3m allocation transferred from the Active Travel Funding capital budget, will ensure that there is sufficient funding for whichever option is preferred.

#### **A16 Norwood - £6.5m**

The Combined Authority commissioned the Outline Business Case for the A16 Norwood project to unlock a 2,945 home development site after the earlier stage case resulted in a high value for money assessment. Demonstrating continued commitment to the project, this allocation of £6.5m would contribute to the delivery of active travel elements of the scheme, including the construction of a footbridge to enable local children to access the new secondary school unlocked in this development.

#### **Whittlesea Railway Station - £3m**

This funding would reinstate investment from the Combined Authority to improve Whittlesea Station. Improvements which will be considered include automation of the road gates, elongation of platforms, and provision of a footbridge to link the two platforms without the need to share crossing space with road traffic

#### **Alconbury Railway Station - £0.5m**

Alconbury Weald is the Combined Authority's largest Enterprise Zone site with up to 5,000 homes and 290,000 m<sup>2</sup> of employment floorspace. While it has strong road links through the A14 and A1(M) it currently cannot take advantage of the Great Northern rail line which forms its eastern border. The developer of the site has land allocated to deliver a station, and this allocation from the Combined Authority aims to unlock delivery of the station.

#### **March Priority Junctions - £7m**

Two junctions in March, at Twenty Foot Road and St Peters Road, have been identified as local upgrade priorities to improve road safety, active travel opportunities and vehicle connectivity. This allocation provides the funds needed to construct these junctions.

## **Enabling Resilient Communities**

### **Bus Stop Infrastructure - £2m**

Many of the bus stops in the Combined Authority area have suffered from underinvestment in the face of national cuts to maintenance budgets, this fund would enable additional upgrades where they are most needed both within urban centres and rural areas.

### **Funding for Active Travel schemes - £4.5m**

The 2022-23 Medium-Term Financial Plan included £9m so that Constituent Authorities could bring forward their priority active travel schemes. Since then £4.7m has been allocated to deliver local schemes, with a further £3m being utilised for the BP footbridge (in addition to the £3m additional funding in the proposal above). From discussion with constituent councils it is clear that there is a need for further funding so that the active travel network can continue to be strengthened to improve the health of the area's population and to reduce emissions. The Combined Authority proposes to top-up the fund with an additional £4.5m and extend it to the end of the new MTFP period.

### **Road Safety Fund - £1m**

This fund will help to provide specific road safety initiatives and contribute to reducing casualties from road traffic accidents as part of the Vision Zero Partnership. In particular it is hoped to support all communities who wish to develop a 20mph zone through their community. The chances of being fatally injured in a car collision with a pedestrian increases more than 5-fold when a car is travelling at 30mph compared to 20mph.

### **Climate - £9m**

The Combined Authority published a Climate Action Plan in 2022, which set out a wide range of recommendations to ensure the region can deliver on its net zero goals. While full delivery of the Action Plan requires action from across the private and public sector, this allocation (along with the corresponding revenue allocation) will facilitate the Combined Authority's delivery of its part of the Plan.

Examples of projects that this fund will be used for include understanding the economic impact of, and exploring innovative solutions for, drought damaged roads in the Fens and Peterborough, supporting constituent councils with new requirements regarding biodiversity, decarbonisation of public sector buildings as well as other actions which have, or will, emerge from the Local Area Energy Plans developed by our constituent councils.



<b>Agenda Item 14</b>	<b>Appendix 9</b>
<b>Draft 2024/25 Corporate Strategy and Budget and Medium-Term Financial Plan</b>	<b>E</b>

## **New Revenue Investment Proposals**

Throughout September, October and November the Combined Authority Officers have been working with Constituent Council Officers and Members to identify what the high priority investment areas are across the region, which demonstrate strong fit with the five strategic objectives of the Combined Authority identified in the Business Plan, and to match those needs to the funding available within the Combined Authority’s budgets.

The shared ambition of the Combined Authority area is significant, and this list of projects has been constrained by available resources. The Combined Authority will continue to lobby government for more investment into the area and, where this is successful, will update and increase the programme in response.

### **Achieving Good Growth**

#### **Greater Cambridge Social Impact Fund - £1m**

[Greater Cambridge Impact](#) has been set up with a vision to share the prosperity driven by the City’s University, and technology sector, with those both within and outside the City who have not historically benefited. It will do this by empowering charities, social enterprises, and community initiatives both within the City and outside but within the CPCA region to develop, test, and scale solutions with meaningful and measurable impact. The aim is to raise an initial fund of £10m and it has secured an in-principle £1m investment from Cambridge City Council, matching this funding from the Combined Authority will help them continue momentum toward their goal and unlock the first stage of wider investments.

#### **SAF Business Case development fund - £500k**

During the development of the Single Assurance Framework (SAF), one of the key challenges highlighted by constituent councils was the lack of funding available to take something from a good idea to having the evidence base required to enter the SAF process and be considered for further funding. In response the Combined Authority proposes to set aside revenue funding which its constituent councils can access to carry out this process, removing a barrier to the area’s ability to continue to delivery best value and innovate public service.

#### **Development of Climate strategies - £2m**

The Combined Authority’s published a Climate Action Plan in 2022, which set out a wide range of recommendations to ensure the area can deliver on it’s net zero goals. While full delivery of the Action Plan requires action from across the private and public sector, this allocation (along with the corresponding capital fund) will ensure the Combined Authority can continue to deliver on its part, including funding for our new responsibility for the Local Nature Recovery Strategy as well as supporting other organisations and initiatives such as Future Fens and Fenland Soil.

## **Ambitious Skills and Employment Opportunities**

### **Innovate Cambridge - £150k**

[Innovate Cambridge](#) has been established by the University of Cambridge, Cambridge Enterprise, and Cambridge Innovation Capital with the aim of ensuring the continued success of the Greater Cambridge's leading innovation ecosystem. The power and potential of the Cambridge cluster is widely recognised and Innovate Cambridge has set one of its core aims as ensuring inclusive growth and increased diversity including engagement with local government to ensure innovation creates quality of life for all in Cambridge. Funding from the Combined Authority of £50,000 per year over the next 3 years will ensure that Innovate Cambridge can continue to develop its work.

### **University Quarter Outline Planning Application – £200k**

Building on the rapid development of the first three phases of the University Quarter in delivering a University in Peterborough, unlocking future phases requires the production of an outline planning application. The Combined Authority proposes to contribute to the costs of this to maintain momentum on this key site.

### **Securing continuity of skills support - £1m**

The UK Shared Prosperity Fund provides local authorities across the UK with funding to provide skills services covering brokerage, internship support and all-age careers support in schools. This funding comes to an end in March 2025 so the Combined Authority intends to allocate funding to ensure those that benefit from these services can be secure knowing they will continue beyond the current UK SPF ending.

## **Enabling Resilient Communities**

### **Reduced Fares for under 25s - £3.85m**

The Combined Authority is committed to supporting a modal shift from the private vehicle to public and active transport due to the demonstrated benefits this bring in public health, climate emissions, and reliable connectivity. The best time to build a habit of public transport use is in those with a lifetime of future transport ahead of them, however they are often the least able to afford the cost of bus fares. To reduce this barrier, and encourage a generational shift in bus patronage, the Combined Authority intends to subsidise bus fares for all those under the age of 25 – capping the cost of a single fare on any local bus for travel in the region to £1 until May 2025. This allocation goes hand in hand with the in-year allocation proposed via the Budget Update report which will allow this initiative to be developed sooner than April 2024.

### **Sustainable Infrastructure - £400k**

The potential of the Combined Authority area, with its outstanding Universities, grade A farm-land in the Fens, globally leading innovation ecosystem, and rapidly growing City of Peterborough, is huge. However there are key infrastructure constraints – both water and energy – which must be overcome if the area is to be able to achieve its potential. There is work already underway by various governmental and non-governmental bodies examining the problem and what could be done to address it. This funding is to enable the Combined Authority to fulfil its strategic leadership role in bringing that work together to

ensure it results in a clear picture of the challenges the area faces and the opportunities available to address and overcome those challenges including driving forward the recommendations from the current work on the Infrastructure Delivery Framework.

**Bus Network enhancements and reform – £900k in year 1**

The Combined Authority is currently examining the options for either Franchising or an Enhanced Partnership for the region’s bus services. This funding allows both for the continuation of the comparison of these two options – including a public consultation in 2024 – and early-stage capacity development which will be required regardless of which option is progressed.



<b>Combined Authority Board</b>	Agenda Item
<b>29 November 2023</b>	<b>14</b>

Title:	Draft 2024/25 Corporate Strategy and Budget and Medium-Term Financial Plan 2024/2028
Report of:	Kate McFarlane, Director of Policy and Engagement Nick Bell, Executive Director (Resources & Performance)
Lead Member:	Edna Murphy (Lead Member for Governance)
Public Report:	Yes
Key Decision:	No
Voting Arrangements:	A two thirds majority of Board Members is required to approve the Budget

<b>Recommendations:</b>	
A	Note the developing draft Corporate Strategy following refresh
B	Approve the Draft Budget for 2024-25 and the Medium-Term Financial Plan 2024-25 to 2027-28 for consultation.
C	Approve the timetable for consultation and those to be consulted.

<b>Strategic Objective(s):</b>	
The proposals within this report fit under the following strategic objective(s):	
x	Achieving ambitious skills and employment opportunities
x	Achieving good growth
x	Increased connectivity
x	Enabling resilient communities
x	Achieving Best Value and High Performance

<b>1. Purpose</b>	
1.1	This paper sets out the developing Corporate Strategy following refresh and the proposed Combined Authority draft Budget for 2024-25 and the Medium-Term Financial Plan (MTFP) and Capital Programme for the period 2024-25 to 2027-28.
1.2	The current Corporate Strategy was adopted by the Combined Authority in January 2023. Whilst there is no statutory requirement to update and refresh the Corporate Strategy on an annual basis, it is considered good practice to do so and for the strategic objectives in the Corporate Strategy to drive investments and resource allocation in the MTFP.
1.3	According to Chapter 4 of the Constitution, functions reserved to the Combined Authority Board include the adoption of the non-mayoral Combined Authority budgets, the Medium-Term Financial Plan and Capital Programme and fiscal strategy to reflect any taxation proposals such as local taxation.

1.4	Chapter 7 of the Constitution sets out the Budget Framework Procedure rules including how the Combined Authority will make decisions on the budget. The process for the approval of the Mayoral budget is set out in the Combined Authorities (Finance) Order 2017.
1.5	The paper also sets out the proposed timetable for the consultation and approval of the draft budget and MTFP, and the suggested consultees in line with statutory timescales.
1.6	The consultation exercise will request consultees to provide comment on the proposals contained within the report and whether there would be support for an increased precept to cover the cost of additional and more frequent routes on the bus network for consideration by the Board at its January meeting.

## 2. Proposal

2.1	According to the Constitution, “The draft Budget shall be submitted to the Combined Authority Board for consideration and approval for consultation purposes only before the end of December each year. The Combined Authority Board will also agree the timetable for consultation and those to be consulted. The consultation period shall not be less than four weeks, and the consultees shall include Constituent Authorities, the Local Enterprise Partnership and the Overview and Scrutiny Committee.”
2.2	Whilst there is no requirement in the Finance Order 2017 for the Combined Authority to consult on its budget, Local Authorities have a duty to consult where its decision will impact residents.

## 3. Corporate Strategy

3.1	As considerable work was undertaken to develop the current two year, transitional Corporate Strategy adopted in January 2023 the Combined Authority Board agreed in September 2023 that, whilst it was important to align the processes for determining the Corporate Strategy and MTFP for the first time, the focus on the Corporate Strategy would be more of a refresh of the existing Corporate Strategy (informed by a 6-month review of the existing Corporate Strategy), rather than a more fundamental review. This was considered appropriate because of both the extensive work undertaken to develop the existing Corporate Strategy and the fact that next year will be the last one of the current Mayoralty prior to the next Mayoral election.
3.2	<p>The refresh of the Corporate Strategy consists of four stages:</p> <ol style="list-style-type: none"> <li>1. High level review of existing adopted Corporate Strategy (completed).</li> <li>2. Six-month progress review of delivery of the Corporate Strategy priorities and deliverables (completed).</li> <li>3. Refining the 2024/25 Corporate Strategy and Mayoral ambitions (mid-November to mid-January 2024)</li> <li>4. Revising Directorate Business Plans for 2024/25 (by mid-March 2024)</li> </ol> <p>The above will, in turn, inform individual objective setting which is to be completed by the end of April 2024 as part of the Learning, Excellence, Achievement, Performance (LEAP) performance cycle.</p>
3.3	<p><b>Stage 1: Review of existing adopted Corporate Strategy &amp; Business Plan</b></p> <p>A high-level review of the existing adopted Corporate Strategy &amp; Business Plan including consideration of political, economic, social, technological, legal and environmental (PESTLE) factors from a national, regional and organisational perspective has been completed with input on these from the Board Corporate Pan and MTFP workshop on the 18<sup>th</sup> October and the Leaders Strategy meeting on the 8<sup>th</sup> November. This highlighted several significant factors for consideration:</p>
3.4	<p><b>National Drivers:</b></p> <ul style="list-style-type: none"> <li>• Challenging economic times – inflation, cost of living, borrowing &amp; business finance, reduced business confidence, unemployment rising</li> <li>• Consensus around Devolution - but uncertainty around nature and timing</li> <li>• National significance of the region re-enforced by Cambridge 2040 policy</li> <li>• Growing importance of Place – establishment of new Government Office of Place</li> </ul>

	<ul style="list-style-type: none"> <li>• Adapting to future technology opportunities (and challenges)</li> <li>• Climate Change – focus on adaption and mitigation to deliver net zero targets</li> <li>• Post pandemic challenges – such as access to health care, school attendance</li> <li>• General election – uncertainty in national policy landscape</li> </ul>
3.5	<p><b>Regional Drivers:</b></p> <ul style="list-style-type: none"> <li>• An area of significant population and housing growth – but rural isolation &amp; widening inequalities remain a challenge</li> <li>• Infrastructure constraints including water, energy and housing are holding back future sustainable growth</li> <li>• National Cambridge 2040 policy will likely have implications beyond just Greater Cambridge</li> <li>• Securing a future Devolution Deal and need for agreement on most regionally most significant components of the framework</li> <li>• Productivity remains below national average – declining in some districts/improving in others</li> <li>• Workforce challenges – skills gaps and shortages, but a labour market that is seeing some cooling</li> <li>• Global sector leader in knowledge intensive industries– but increasingly competing nationally and internationally</li> <li>• Climate Change – progress toward regional target plateauing out</li> <li>• Availability of overall funding a challenge including from Greater Cambridge Partnership (GCP)</li> <li>• Sustainable transport network with urban and rural solutions remains a key focus</li> <li>• Step change in lobbying required to demonstrate impact of the Region and to secure future investment for the Region</li> </ul>
3.6	<p><b>Organisational Drivers</b></p> <ul style="list-style-type: none"> <li>• Moving from Best Value notice and improvement to embedding longer term organisational development and shifting from good to great</li> <li>• Embedding our values &amp; behaviours and operating principles, including embedding partnership working</li> <li>• Moving Building blocks into implementation – Single Assurance Framework (SAF), Performance Management Framework, Procurement Framework</li> <li>• Effective integration of Business Board functions and bringing Growth Works in house</li> <li>• Better communicating who we are, what we do, impact to residents, businesses &amp; importance of region to UK Plc</li> <li>• Delivering the Corporate Strategy and Mayoral Pledges with progress tracked through our newly agreed performance reporting framework</li> <li>• Support for care leavers</li> <li>• Preparing for future elections</li> <li>• Delivering at pace/ productivity/ efficiencies</li> </ul>
3.7	<p><b>Stage 2: Six-month progress review of delivery of Corporate Strategy priorities and deliverables</b></p> <p>The six-month progress review has taken the form of RAG rating activities outlined in the current Directorate Business Plans. These articulate in more detail how the Combined Authority will deliver the Corporate Strategy priorities, which Directorate is responsible along with key milestones.</p> <p>This review, which was completed at the end of October has identified that approximately two thirds of objectives are green with delivery on track, one third has been rated as amber, with delivery expected but slightly behind schedule. The amber ratings are primarily as the result of limited staffing capacity, which has, and is being addressed through recruitment activity and secondly as the result of conscious decision to invest additional time in working with partners in early-stage scoping work.</p>
3.8	<p><b>Stages 3: Refining the Corporate Strategy and Mayoral Ambitions</b></p> <p>The refresh of the Corporate Strategy is deliberately looking at how the Corporate Strategy can be more accessible; this follows feedback from both Scrutiny Committee and findings from the recently external review of communications and engagement. It will look to better describe the role of the Combined Authority and the Mayor, integrate the Mayoral Pledges, and include the Strategic Objective "Achieving Best Value and High Performance" which was adopted by the Combined Authority Board</p>

	in May 2023. A stronger articulation of our equality focus will be included following engagement with the Equality & Human Rights Commission (EHRC) will be provided and importantly greater detail on what the Combined Authority intends to deliver in 2024/2025.
3.9	The proposed areas of activity against each of the Corporate Strategic Objectives and Mayoral ambitions are listed below. Whilst there is no statutory requirement to consult on the Corporate Plan as part of the MTFP we will be seeking headline feedback on what is most important to residents, businesses and stakeholders to inform the refresh. Details on the consultation can be found in section 7. Progress on delivery of the Corporate Plan will be reported quarterly in line with the Performance Management Framework agreed at the September 2023 Combined Authority Board.

STRATEGIC OBJECTIVES

	Achieving Good Growth	Improving Connectivity	Ambitious Skills and Employment Opportunities	Enabling Resilient Communities
MAYORAL PLEDGES	<p>Promote, protect and grow our unique Fens</p> <p>Influencing government policy to enable key infrastructure to support sustainable housing and economic growth, including tackling pressing water-related challenges and opportunities, and accelerating delivery of water infrastructure programmes in the Fens.</p> <p>Working with partners to deliver the Future Fens Integrated Adaptation initiative and explore potential designation of the Fens as a special area.</p>	<p>Reducing isolation in the Fens and other rural areas by improving connectivity between our rural areas, towns and cities.</p>	<p>Building skills infrastructure in the Fens and other Further Education cold spots, and working with our learning providers to ensure we grow a sustainable FE and HE sector that can deliver world-class learning to our residents.</p>	<p>Piloting work on addressing how climate change is impacting the condition of the region's roads in the Fens and other affected areas.</p> <p>Supporting sustainable agriculture in the Fens and other agricultural areas.</p>
	<p>A locally determined, innovative and public transport system that is fit for the future</p>	<p>Developing and delivering the region's key strategic and key localised transport/connectivity schemes and initiatives, using best practice and innovative thinking to improve projects and funding bids.</p> <p>Delivering the function of the Passenger Transport Authority, including maintaining and improving the current network and offer to customers; and developing the overarching strategy for passenger transport for implementation.</p> <p>Working towards a joined-up, net zero carbon transport system, which is high quality, reliable, convenient, affordable, safe, and accessible to everyone.</p> <p>Reforming the bus network (including assessing bus franchising options) and bus sustainability.</p> <p>Supporting rail and station improvements and campaigning for better rail infrastructure.</p> <p>Delivering transport-related strategic plans, policies and supporting documents.</p>	<p>Maximising connectivity to training and employment opportunities.</p>	<p>Working towards Alternative Fuel Strategy Deliverables and Local Electric Vehicle Strategy and Infrastructure.</p>
	<p>Working with Integrated Care System to support the delivery of better health outcomes and address health inequalities in the region</p>	<p>Supporting active travel infrastructure to promote and deliver health and environmental benefit.</p> <p>Campaigning for and supporting modal shift with initiatives including reduced fares for young people, care leavers and those on universal credit.</p> <p>Supporting road safety interventions.</p>	<p>Implementing a Health and Work Strategy to address economic inactivity and productivity, working with employers to support those with disabilities and long-term health issues to thrive in the workplace.</p>	<p>Leading delivery of the Climate Action Plan 2022-2025, to mitigate and adapt to the impacts of climate change; and renewing the Strategy in 2024.</p> <p>Hosting the Greater South East Net Zero Hub and supporting the delivery of the Local Net Zero Programme 2022-2025, including public sector estate decarbonisation, strategic projects, toolkit development, community projects and knowledge sharing.</p> <p>Providing skills and business support to enable more homes, care homes and village halls to be retrofitted.</p> <p>Enhancing biodiversity through developing a Local Nature Recovery Strategy for consultation in 2024, as part of our Doubling Nature Vision.</p>
	<p>Creating a strong sense of place and cultural identity for our region</p> <p>Completing our housing programme, delivering over 600 affordable homes by 2025.</p> <p>Developing enterprise zones, knowledge intensive growth clusters and increased commercial space, that will support innovation across high-knowledge business sectors including agri-tech, life sciences, advanced manufacturing and materials, and digital and technology.</p> <p>Developing a market towns masterplan, that will support rural communities and businesses including social impact organisations.</p> <p>Supporting social investment through co-investment in a new social investment fund.</p> <p>Developing an Infrastructure Delivery Framework and large-scale investment fund to address infrastructure barriers to good growth.</p> <p>Promoting Cambridgeshire &amp; Peterborough nationally &amp; internationally to create growth &amp; inward investment opportunities.</p>	<p>Leading delivery of the region's Digital Connectivity Infrastructure, and Digital Strategies.</p>	<p>Growing bold strategic partnerships that meet the talent needs of our economy, at the same time as increasing learning and work opportunities for all.</p> <p>Working with employers to increase the number of high-quality apprenticeships open to our young people, especially from less advantaged backgrounds.</p> <p>Supporting the region's advanced manufacturing and materials, agri-tech, cultural and creative, digital and technology, and life sciences sectors, to increase employment and skills opportunities, improve health and wellbeing and support green transition.</p> <p>Enhancing careers education, information, advice and guidance through delivering the Cambridgeshire &amp; Peterborough Careers Hub and influencing national providers of careers to deliver lifelong learning and workforce skills.</p>	<p>Developing a Local Area Energy Plan for Cambridgeshire, that will support power and water sufficiency, improve the resilience of infrastructure and address road safety.</p> <p>Nurturing the growth of creative industries through business support and skills.</p> <p>Connecting communities with a place based cultural offer.</p> <p>Enabling communities to be resilient and adaptable through local Placemaking and Renewal.</p> <p>Improving the Visitor Economy and creating vibrant high streets.</p> <p>Supporting businesses with the transition to a low carbon economy and net-zero agenda.</p>

Achieving Best Value and High Performance

Developing a single view, narrative and shared vision that communicates the ambitions and aspirations of Cambridgeshire and Peterborough as a place.  
Exploring and articulating our readiness to effectively draw on the opportunities further devolution presents for our region.  
Undertaking a 'State of the region' review of the evidence underpinning our strategies and plans.  
Developing a balanced Medium Term Financial Plan for 2024/25 and beyond that supports the delivery of the CPCA's strategies and priorities.

Developing a new operating model that demonstrates Best Value in all its operations.  
Enhancing support to the Office of the Mayor through the embedding of a new Chief Executive's Office Team  
Embed a culture of continuous improvement in the Programme Management Office to ensure that projects deliver on time and on budget.  
Providing support to enable the implementation of our Single Assurance Framework  
Embed the Performance Management Framework to support decision making and scrutiny.



#### 4. Draft budget for 2024-25 and MTFP for the period 2024-25 to 2027-28

4.1	<p>The overarching objective is to set an affordable and balanced budget that supports delivery of the ambitions and priorities of the Mayor and the Combined Authority as set out in the approved Corporate Plan. The draft Revenue and Capital budgets contained in this report reflect decisions taken by the Combined Authority Board up to and including its meeting in September 2023, in line with agreed accounting policies. Overall affordability remains the key factor in agreeing a balanced budget and this paper aligns areas of expenditure by the current Directorate structure with funding sources.</p>
4.2	<p>The focus to date has been on updating existing budgets for decisions taken in year by the Board, inflation and other known changes in expenditure and funding over the MTFP period, as well as reviewing options to drive further efficiencies within the Authority's operations. Opportunities for efficiencies are kept under constant review and during the course of the current financial year restructures in a number of areas, and the reduction in the use of interims, has created opportunities to increase investment in some areas approved by the Board during the year (including the Procurement Team and the New Economy Team) whilst maintaining enough funding headroom for new priorities to be included in the MTFP.</p>
4.3	<p>Efficiency has always had to be at the heart of the Combined Authority's operations. When the Authority was created in 2017 it was granted funding of £8m of 'gainshare' revenue and £12m of 'gainshare' capital for the subsequent 30 years. Whilst the early years of the Combined Authority saw relatively low levels of inflation, the spending power of that 'gainshare' has been eaten away far more rapidly by the high levels of inflation experienced over the last 18 months. Compared to April 2017, the Retail Price Index of inflation has risen by 39.8% by September 2023. Put another way, the Combined Authority would now need to have 'gainshare' revenue funding of £11.184m to have the same spending power as the £8m it had in 2017. This effective reduction in spending power has forced the Authority to continually review its operations to find efficiencies to both maintain the operations of the Authority and to invest in its priority programmes.</p>
4.4	<p>The Combined Authority is aware that it cannot achieve its scale of ambition with its resources alone and so will seek to work collaboratively with its Constituent Authorities, the Greater Cambridge Partnership, Central Government, local businesses and other local partners to leverage funding sources and ensure that the maximum impact, and value for money can be delivered from the resources devolved to the area.</p>
4.5	<p>Funding summaries for planned and projected Revenue and Capital expenditure over the lifetime of the MTFP are shown in Tables 1 and 2 below. These show the expected fund balances available in each year of the MTFP and are made up of balances on reserves brought forward and expected in year funding. The fact that both the overall balances for Revenue and Capital (after planned overprogramming is excluded) at the end of each year, and at the end of the MTFP period, are positive indicates that the budget is balanced and affordable before taking account of the options to improve the bus network as outlined later in the report.</p>

Table 1 Revenue Funding Summary	2024/5			2025/6			2026/27			2027/28			
	Balance at 1/4/24	Income	Expenditure	Balance at Year End	Income	Expenditure	Balance at Year End	Income	Expenditure	Balance at Year End	Income	Expenditure	Balance at Year End
	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000
Revenue Single Pot	(14,501)	(13,240)	21,490	(6,251)	(10,000)	13,548	(2,703)	(9,240)	11,851	(93)	(8,840)	11,451	2,518
Mayoral Precept	-	(3,691)	3,691	-	(3,760)	3,760	-	(3,835)	3,835	-	(3,912)	3,912	-
Business Board Revenue Funds	(1,782)	(1,004)	1,227	(1,559)	(986)	1,227	(1,318)	(986)	766	(1,538)	(913)	194	(2,257)
Inflation Reserve	(2,400)	-	-	(2,400)	-	-	(2,400)	-	-	(2,400)	-	-	(2,400)
<i>Subtotal discretionary funds</i>	<i>(18,683)</i>	<i>(17,935)</i>	<i>26,408</i>	<i>(10,210)</i>	<i>(14,746)</i>	<i>18,535</i>	<i>(6,421)</i>	<i>(14,061)</i>	<i>16,452</i>	<i>(4,031)</i>	<i>(13,665)</i>	<i>15,557</i>	<i>(2,139)</i>
Transport Levy	(562)	(13,765)	15,041	713	(14,040)	15,347	2,020	(14,321)	15,654	3,353	(14,607)	15,955	4,701
Passenger Transport Grants	(529)	(2,725)	411	(2,843)	(411)	411	(2,843)	(411)	411	(2,843)	(411)	411	(2,843)
<i>Subtotal passenger transport funding</i>	<i>(1,091)</i>	<i>(16,490)</i>	<i>15,452</i>	<i>(2,130)</i>	<i>(14,451)</i>	<i>15,758</i>	<i>(823)</i>	<i>(14,732)</i>	<i>16,065</i>	<i>510</i>	<i>(15,018)</i>	<i>16,366</i>	<i>1,858</i>
Earmarked Reserves	(4,042)	(260)	-	(4,302)	-	780	(3,522)	(260)	-	(3,782)	(260)	-	(4,042)
Transport Ringfenced Rev grants	(150)	-	-	(150)	-	-	(150)	-	-	(150)	-	-	(150)
Adult Education Budget (AEB)	(1,785)	(12,927)	12,927	(1,785)	(12,927)	12,927	(1,785)	(12,927)	12,927	(1,785)	(12,927)	12,913	(1,799)
Skills Ringfenced Grants	(1,031)	(1,472)	2,831	328	-	-	328	-	-	328	-	-	328
Business Ringfenced Grants	(118)	-	-	(118)	-	-	(118)	-	-	(118)	-	-	(118)
SPF Revenue	(361)	(4,353)	4,190	(524)	-	-	(524)	-	-	(524)	-	-	(524)
Net Zero Hub	(1,346)	(2,873)	3,879	(340)	-	340	0	-	-	0	-	-	0
<i>Subtotal ringfenced funding</i>	<i>(8,833)</i>	<i>(21,885)</i>	<i>23,827</i>	<i>(6,891)</i>	<i>(12,927)</i>	<i>14,047</i>	<i>(5,771)</i>	<i>(13,187)</i>	<i>12,927</i>	<i>(6,031)</i>	<i>(13,187)</i>	<i>12,913</i>	<i>(6,305)</i>
<b>Grand Total</b>	<b>(28,608)</b>	<b>(56,310)</b>	<b>65,687</b>	<b>(19,231)</b>	<b>(42,124)</b>	<b>48,340</b>	<b>(13,015)</b>	<b>(41,980)</b>	<b>45,444</b>	<b>(9,551)</b>	<b>(41,871)</b>	<b>44,836</b>	<b>(6,586)</b>

Table 2 Capital Funding Summary	2024/5			2025/6			2026/27			2027/28			
	Balance at 1/4/24	Income	Expenditure	Balance at Year End	Income	Expenditure	Balance at Year End	Income	Expenditure	Balance at Year End	Income	Expenditure	Balance at Year End
	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000
Capital Gainshare	(32,072)	(12,000)	46,753	2,681	(12,000)	33,577	24,257	(12,000)	16,242	28,499	(12,000)	12,942	29,441
Recycled Growth Funds	(9,805)	(522)	2,559	(7,768)	(184)	-	(7,952)	(184)	-	(8,136)	-	-	(8,136)
<i>Subtotal discretionary funds</i>	<i>(41,877)</i>	<i>(12,522)</i>	<i>49,312</i>	<i>(5,087)</i>	<i>(12,184)</i>	<i>33,577</i>	<i>16,306</i>	<i>(12,184)</i>	<i>16,242</i>	<i>20,363</i>	<i>(12,000)</i>	<i>12,942</i>	<i>21,305</i>
Transforming Cities Fund	2,525	-	1,730	4,255	-	1,500	5,755	-	-	5,755	-	-	5,755
Capital contingency reserve	(1,500)	-	-	(1,500)	-	-	(1,500)	-	-	(1,500)	-	-	(1,500)
Transport Ringfenced Cap grants	(4,726)	(47,170)	47,630	(4,266)	-	-	(4,266)	-	-	(4,266)	-	-	(4,266)
Highways Capital Grants	-	(27,695)	27,695	-	(27,695)	27,695	-	(27,695)	27,695	-	(27,695)	27,695	-
SPF Capital	(24)	(4,462)	4,462	(24)	-	-	(24)	-	-	(24)	-	-	(24)
Net Zero Retrofit Grants	139	(35,419)	35,280	-	-	-	-	-	-	-	-	-	-
Housing	(9,693)	-	5,287	(4,406)	-	4,406	-	-	-	-	-	-	-
<i>Subtotal ringfenced funding</i>	<i>(15,804)</i>	<i>(114,746)</i>	<i>120,354</i>	<i>(10,196)</i>	<i>(27,695)</i>	<i>32,101</i>	<i>(5,790)</i>	<i>(27,695)</i>	<i>27,695</i>	<i>(5,790)</i>	<i>(27,695)</i>	<i>27,695</i>	<i>(5,790)</i>
<b>Grand Total</b>	<b>(55,156)</b>	<b>(127,268)</b>	<b>171,396</b>	<b>(11,028)</b>	<b>(39,879)</b>	<b>67,178</b>	<b>16,271</b>	<b>(39,879)</b>	<b>43,937</b>	<b>20,328</b>	<b>(39,695)</b>	<b>40,637</b>	<b>21,270</b>

4.6	There remains a significant inflationary pressure on the staffing budget. The pay budget within the MTFP has been increased by 4% in 2024-25 and for each year thereafter, which is in line with many other Local Authorities.
4.7	In response to the fact that much of the Combined Authority's revenue expenditure (excluding that which is ringfenced to specific projects) is relatively stable and not demand led, and that a prudent allocation for both pay and non-pay inflation has been made within these budgets, it is considered that a minimum level of general reserves equal to 2% of non-ringfenced revenue should be maintained for each year of the MTFP, and this has been built into the figures provided.
4.8	The Combined Authority delivers relatively few services directly and commissions the majority of its project work through delivery partners, including Constituent Councils. As the Authority's staff are therefore further removed from the construction of physical projects the majority of staff costs are not capitalised. This, along with the fixed costs which come with any Authority regardless of size, result in a relatively higher proportion of staff costs within the revenue budget than is common in Local Authorities.
4.9	There are currently no projects funded by borrowing in the draft capital programme.
4.10	The forecast income from the Combined Authority's Treasury Management portfolio has been increased from that included in the 2023-24 budget to reflect the recent rises in UK interest rates and forecast cash volumes available for investment. It is, however, forecast that the income from Treasury Management in 2024-25 and in future years will be significantly lower than that which is now forecast to be received in 2023-24.
4.11	The Combined Authority maintains two separate Response Funds. The Corporate Response Fund enables the organisation to rapidly react to emerging ideas, concepts, and Central Government policy. Use of this funding requires the approval of the Chief Executive. The Programme Response Fund allows flexibility to respond to relatively larger emerging issues and opportunities. The Programme Response Fund requires Board approval prior to allocation.
4.12	Other principles and assumptions adopted in the development of the proposed draft budget and MTFP are detailed in Appendix A and include: <ul style="list-style-type: none"> <li>• Budget preparation has taken account of the level of reserves brought forward from previous financial years, and of expected annual funding streams from 2024-25 onwards to ensure that spending plans continue to be affordable.</li> <li>• The 2024-25 Budget and MTFP provides a clear presentation of capital and revenue budgets based on the current Directorate structure.</li> <li>• The staffing structure and budgets have been delegated from the Chief Executive to members of the Corporate Management Team for them to control.</li> <li>• The Budget and MTFP identifies staffing costs and other contributions to overheads associated with grant funded programmes and these are recharged to the relevant directorate budget line.</li> <li>• The Budget takes a prudent approach to funding – new funding sources are not recognised until funding agreements have been received from Government.</li> </ul>
4.13	The attached appendices provide the summary positions and detailed supporting schedules for both Revenue Expenditure (Appendix B) and the Capital Programme (Appendix C). New proposals for investments in both capital and revenue are included in Appendices D (Capital) and E (Revenue) and the major proposed investments are described in the relevant sections relating to Directorate Budgets (below).

## 5. DIRECTORATE BUDGETS

### EMPLOYMENT AND GROWTH

5.1	The Employment and Skills Strategy and Economic Growth Strategy, both approved by the Board in 2022, set out challenges and opportunities to deliver on the overarching vision defined in the devolution deal.
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5.2	The Employment and Skills Strategy recognises that to address the systemic skills challenges is a long-term project and therefore a number of longer-term system change outcomes have been identified. We will continue to work with partners to drive forward this ambition.
5.3	<p>In terms of employment and skills this means:</p> <ul style="list-style-type: none"> <li>• <b>Inspiring more young people into careers that can transform their life chances</b>, raising social mobility across the Combined Authority, and especially in Peterborough and Fenland.</li> <li>• <b>Tackling the inequalities in access to further (FE) and higher education (HE)</b> that hold back life chances and progress to improve related health and social outcomes. Building FE and HE capacity to provide more adults, of all ages, with an education able to improve their access to better jobs and prosperity and raising the proportion of the population in the north of the region gaining a NVQ4 or above qualification. Chief amongst our aspirations to raise life chances through education, is the further development of the University of Peterborough.</li> </ul>
5.4	However, filling the higher-level skills gap in Peterborough and the Fens will have limited impact on real lives without effective measures to significantly grow the business demand for those skills. This will require concurrent development of the innovation and business support eco-system to grow indigenous high-value firms and attract new ones more evenly across our region.
5.5	<p>Green and inclusive business growth support is key to levelling-up, already well underway through an integrated and powerful array of support that accelerates our recovery by strengthening our businesses and workforce capacity for growth. The Growth Works Service is coming to an end in December 2023, having delivered strong jobs growth, and the following existing services will be replaced by a series of tailored solutions that will be delivered in conjunction with our partners:</p> <ul style="list-style-type: none"> <li>• <b>A Growth Coaching Service</b> to engage and support our highest potential firms to speed their growth, build their capacity for growth, and sustain their period of growth.</li> <li>• <b>An Inward Investment Service</b> to better connect us into global markets, to engage and persuade firms to locate into our economy or invest in our strategic projects.</li> <li>• <b>A Skills Brokerage Service</b> to link learners and those retraining for new jobs, to employers and skills providers to improve the supply of skills to our growth sectors.</li> <li>• <b>A Capital Growth Investment Fund</b> to help SMEs, grow through organic expansion, offering an integrated range of grants, loans and equity products unavailable</li> </ul>
5.6	Within the proposed Capital Programme there is a further £20m over the MTFP period to support both skills provision and business growth through the development of a Strategic Growth Fund. The projects to be supported by this fund will be approved in the future through the new SAF prioritisation process, however it is anticipated that at least £5m of this fund will be used to help fund important infrastructure at Peterborough University. In addition to the £20m Strategic Growth Fund, a further £3m will be allocated to the development of a regional creative industries hub in Cambridge.
5.7	Contributing to delivery of Levelling Up across all of the Combined Authority will be the portfolio of projects being delivered via the UK Shared Prosperity Fund and Rural England Prosperity Fund. Place based innovation is key to levelling-up. As demonstrated in Cambridge, research is fundamental to achieving this - it produces the new ideas and technologies that enable entrepreneurs to start up, existing businesses to scale-up and for new tech-firms to spin-out of universities. Now that the university of Peterborough has started delivery from its first building with the second being ready for occupation and the third being built, it is time to deliver on the ambition to increase innovation-based business growth in the north of the region by replicating and extending the infrastructure and networks that have enabled Cambridge to become a global leader in innovative growth. Future phases of the university project will help to realise this
5.8	Within the proposed Capital Programme there is a further £10m over the MTFP period to help support areas and communities across the region to 'level-up' further. The individual projects to be funded from this sum will be subject to further approval in line with the approved SAF process.
	<b>PLACE AND CONNECTIVITY</b>
5.9	The Combined Authority is the area's Strategic Transport Authority, as such it has responsibility for creating and owning the statutory Local Transport and Connectivity Plan (LTCP) – this sets out the long-term strategy to improve transport for both the people and businesses of Cambridgeshire and

	<p>Peterborough, with our constituent Council's Local Plans adhering to the LTCP. Reflecting the impact that internet connectivity has on transport needs, the Combined Authority has rolled Connectivity into the Plan forming the LTCP. Following public engagement, formal public consultation and significant discussions with key stakeholders it is hoped that the final document will be approved by the Board soon. Following approval further work will be undertaken to develop other documents within the Plan's suite, such as modal and geographical specific strategies and policies.</p>
5.10	<p>Along with the LTCP the Combined Authority has responsibility for shaping the bus network across the region. This includes paying for concessionary fares as well as supporting bus services to ensure key areas not served by commercial bus services of the County are better connected. The Combined Authority with partners have revised our Bus Service Improvement Plan that was previously submitted to government following collaborative working with our local bus services, the Greater Cambridge Partnership and the Local Highways Authorities. The BSIP, which remains in draft form, strongly aligns to the emerging Bus Strategy that sets out our vision for a bus network for the area that is fast, frequent, reliable, and ready to help drive a modal shift in transport. Government made a BSIP + allocation of £4.6 million to the Combined Authority earlier this year in two £2.3m tranches. Proposals for the first tranche of funding are included in the Bus Strategy item elsewhere on this agenda. In order to both encourage more utilisation of the buses by the young people in the region, as well as to help with the cost of living crisis, it is proposed that a significant part of the revenue headroom in the MTFP (£3.85m), along with £550k of the BSIP+ allocation mentioned above, be used to reduce the single fares for those under 25 travelling on buses within the region to £1 per journey until May 2025.</p>
5.11	<p>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 Combined Authority's Local Transport and Connectivity Plan 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. Therefore, the Combined Authority has undertaken a review of the subsidised network, with a set of recommendations for the Board to consider elsewhere on this agenda. The Combined Authority is also continuing work, agreed by the Board in September, to audit the outline business case for bus reform, which includes an assessment of the case for franchising or an enhanced partnership. This is due to be reported to the Board in January.</p>
5.12	<p>The Transport team also programme manage a portfolio of large capital projects delivering journey improvements and public health benefits across the region to help deliver the Combined Authority's corporate plan objectives, in particular to enhance connectivity. These projects are predominantly funded by the Transforming Cities Fund, a £95m fund devolved to the area with the Combined Authority able to direct to where it will create the greatest impact.</p>
5.13	<p>A total of £36.5m is included in the draft Capital Programme for additional transport schemes across the region to enable continued work on existing priority projects as well introduce and support other programmes and projects that address corporate and mayoral priorities. Projects include improvements to active travel across the region, better rail station and bus stop infrastructure, more funding to support road safety and 'Vision Zero and priority road junction improvements to improve safety and reduce congestion in both March and on the A16 in Peterborough.</p>
5.14	<p>The Directorate is also responsible for an overall spatial framework for the area and the delivery of the statutory local Nature Recovery Strategy. It supports implementation of the Climate Action Plan, taking forward the recommendations of the Cambridgeshire and Peterborough Independent Commission on Climate, with wide ranging implications for both the public and private sectors in the Combined Authority.</p>
5.15	<p>A further £9m of Capital and £2m of revenue is included in the MTFP proposals to help deliver the Climate Action Plan and Local Nature Recovery Strategy, as well as developing innovative ways to support infrastructure being affected by climate change (e.g. the Fen roads) and to support the delivery of new requirements on biodiversity for constituent councils. The MTFP proposals also include an allocation to take forward the findings from the Infrastructure Delivery Framework, which is working with partners to identify the obstacles to sustainable growth across the area and set out costed solutions.</p>

5.16	Housing also lies within the remit of the Directorate. The CPCA Board paper on the future of Housing (June 2022) recognised that there is a need to deliver genuinely affordable housing across the Combined Authority Area, however with no further financial support from DLUHC beyond the end of the current programme the CPCA does not have the financial support to deliver anything significant and regional housing support will have to come through Homes England.
5.17	Whilst there are no immediate prospects of significant funding being received from government to develop further housing in the region, it is considered that the CPCA should retain some basic capability to bid for any future Housing grant or funding opportunities that may arise, particularly through further devolution. The current Housing Loans programme has recently been completed with the final loan repayment received.
<b>CHIEF EXECUTIVE'S OFFICE AND RESOURCES AND PERFORMANCE</b>	
5.18	These two Directorates cover those services which support the business of the Authority. The Chief Executive's Office includes policy, communications and the secretariat. Resources and Performance comprises finance, legal, governance and audit, procurement, HR and the Programme Management Office. Two of the three statutory officers, the Monitoring Officer and the Chief Finance Officer, are based in this Directorate. Additionally, the Greater South East Net Zero Hub resides in the Resources and Performance Directorate. The Hub provides support, advice and guidance across many local authority areas to support the drive to net zero emissions, as well as managing major contracts and programmes on behalf of government across that geography.
<b>MAYOR'S BUDGET</b>	
5.19	The Mayor's Office budget is included within this report for completeness as it draws on CPCA funding sources. However, the mayoral budget has a different approval process to the non-Mayoral Combined Authority budget. The process for determining the mayoral budget is set out in the Combined Authorities (Finance) Order 2017.

## 6. BUDGET OPTION – IMPROVEMENTS TO THE BUS NETWORK

6.1	The Combined Authority has recently undertaken a review of the existing bus network. Last year the existing bus network was saved by the injection of additional funding of around £3.6m which was generated by a Council Tax precept, levied by the Mayor, of £12 per year for a Band D property. Ongoing funding equivalent to £3.6m, plus inflation, is needed to maintain the bus network at a basic level of service.
6.2	Further investment is, though, needed to secure the bus network for the future. This includes improvements to bus stops and bus shelters, the development of bus depots which can handle low carbon emissions buses (including electric), short term funding to help routes which are nearly commercially viable become fully commercial viable (which will save public subsidy for these routes in the future) and better synchronisation of the public bus network with other networks (e.g. school transport, hospital transport and business funded transport) to maximise the efficiency of the network for the public purse. Funds are provided within the MTFP to begin this process of securing the bus network for the future, and it is anticipated that the efficiencies and reductions in public subsidy generated by this approach will provide options to either reinvest the funds or to reduce the local tax burden in the future.
6.3	These investments, together with the funding of the reduced fare of £1 a journey for everyone who is under the age of 25, will see the single biggest revenue investment in our bus network since the Combined Authority was established.
6.4	However, despite these investments, the network will not be able to serve a significant minority of the population. To improve this position will require investments in both new services and more frequent buses on some existing services to both strengthen and shape the services needed for the future. A further investment of up to £7.5m per annum in the bus network would enable both more routes and more frequent services on existing routes to be developed, serving far more people more conveniently than is currently the case.

6.5	<p>If the Board were to choose to invest in the additional and more frequent services mentioned in above this could not be met from current resources. A range of funding options (or a combination of them) could be considered including:</p> <ul style="list-style-type: none"> <li>• Seeking contributions from Constituent Councils, including greater increases in the Transport Levy from Cambridgeshire County Council and Peterborough City Council</li> <li>• Utilising some of the unringfenced funding proposed to be used on other priorities contained in this report for Revenue and/or Capital enhancements to the bus network</li> <li>• Cutting other service areas funded by unringfenced funding and redirecting that funding into enhancing bus services</li> <li>• Increasing the Mayoral precept (to fund the gap would require an increase in the precept of £24 a year for a Band D property compared to the existing precept)</li> <li>• Introducing a Supplementary Business Rate (this is subject to a successful referendum amongst business rate payers and funding from it would not be deliverable until April 2025 at the earliest).</li> </ul>
6.6	<p>Whilst final decisions on whether to invest in further improvements to the bus service, if so how much to invest and how to fund any required investment will be taken at the Board on 31<sup>st</sup> January, it is proposed that the Combined Authority consult on the possibility of increasing the Band D Council Tax precept by £24 a year from its current level so that it can be considered as an option in January.</p>

## 7. CONSULTATION TIMETABLE

7.1	<p>The Combined Authority will consult on our plans from Thursday 30th November to Thursday 11th January.</p> <p>We will consult with residents, business and key stakeholders and our objective is to build awareness of our role and our responsibilities, our financial obligations and gain feedback and input on our plans. Our central aim is to create greater awareness of the role and responsibilities of the Combined Authority, demonstrate the impact we are already having on communities and business across our region and ensure audiences have the opportunity to share their views about what is important to them. We will do this by focusing on a small number of Mayor-led face-to-face events alongside a comprehensive digital campaign. Both will be underpinned by an online consultation form where consultees can have their say.</p> <p>We will ask audiences to prioritise proposed deliverables within the Corporate Plan and give their views on how their priorities could be funded.</p> <p>Responses from the consultation will help to share the proposals that Combined Authority Board will consider at their meeting in January. We will also ask respondents to sign up to receive future updates from the Combined Authority to maintain engagement.</p> <p>The consultation strategy has been created to learn lessons from last year's consultation and align to best practice from other Mayoral Combined Authorities.</p>																							
7.2	<p>The proposed timetable for approving the budget and MTFP is set out below and is in accordance with the key dates and statutory deadlines set out in the Constitution (Budget Framework) and the Finance Order.</p>																							
7.3	<table border="1"> <thead> <tr> <th data-bbox="181 1711 1209 1756"><b>Proposed Statement and Budget Setting Timetable</b></th> <th data-bbox="1214 1711 1321 1756"><b>Day</b></th> <th data-bbox="1326 1711 1506 1756"><b>Date</b></th> </tr> </thead> <tbody> <tr> <td data-bbox="181 1762 1209 1839">CPCA Board Meeting (to receive and approve the draft Budget and MTFP for consultation)</td> <td data-bbox="1214 1762 1321 1839">Wed</td> <td data-bbox="1326 1762 1506 1839">29/11/23</td> </tr> <tr> <td data-bbox="181 1845 1209 1890">Consultation Period Starts</td> <td data-bbox="1214 1845 1321 1890">Thu</td> <td data-bbox="1326 1845 1506 1890">30/11/23</td> </tr> <tr> <td data-bbox="181 1897 1209 1942">Overview and Scrutiny Committee Meeting (Consultation)</td> <td data-bbox="1214 1897 1321 1942">Mon</td> <td data-bbox="1326 1897 1506 1942">tbc</td> </tr> <tr> <td data-bbox="181 1948 1209 1993">Consultation Ends</td> <td data-bbox="1214 1948 1321 1993">Thu</td> <td data-bbox="1326 1948 1506 1993">11/01/23</td> </tr> <tr> <td data-bbox="181 2000 1209 2045">Overview and Scrutiny Committee Meeting</td> <td data-bbox="1214 2000 1321 2045">Mon</td> <td data-bbox="1326 2000 1506 2045">29/01/23</td> </tr> <tr> <td data-bbox="181 2051 1209 2128">CPCA Board Meeting to Approve the 2023-25 Corporate Strategy refresh and the 2024-25 to 2027-28 Budget and MTFP</td> <td data-bbox="1214 2051 1321 2128">Wed</td> <td data-bbox="1326 2051 1506 2128">31/01/23</td> </tr> </tbody> </table>			<b>Proposed Statement and Budget Setting Timetable</b>	<b>Day</b>	<b>Date</b>	CPCA Board Meeting (to receive and approve the draft Budget and MTFP for consultation)	Wed	29/11/23	Consultation Period Starts	Thu	30/11/23	Overview and Scrutiny Committee Meeting (Consultation)	Mon	tbc	Consultation Ends	Thu	11/01/23	Overview and Scrutiny Committee Meeting	Mon	29/01/23	CPCA Board Meeting to Approve the 2023-25 Corporate Strategy refresh and the 2024-25 to 2027-28 Budget and MTFP	Wed	31/01/23
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7.4	<p><b>Consultees</b></p> <p>The consultees on the draft budget and MTFP must, as a minimum, include the following organisations:</p> <ul style="list-style-type: none"> <li>• Cambridge City Council</li> <li>• Cambridgeshire County Council</li> <li>• East Cambridgeshire District Council</li> <li>• Fenland District Council</li> <li>• Huntingdonshire District Council</li> <li>• Peterborough City Council</li> <li>• South Cambridgeshire District Council</li> <li>• The Business Board</li> <li>• CPCA Overview and Scrutiny Committee</li> </ul> <p>The draft budget and MTFP will also be considered by other key partner organisations (including the Greater Cambridge Partnership and the Integrated Care Board) as well as the Thematic Committees (in so far as the proposals fall within the remit of those Committees) and it will also be set out on the Combined Authority website and a communications campaign will be run to encourage public engagement.</p>
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## 8. Background

8.1	<p>It is a statutory requirement for the Authority to set and approve a budget every year and good practice to develop a longer-term Corporate Strategy which drives a Medium-Term Financial Plan. The proposals in this report strengthen this best practice in line with the work being undertaken through the Improvement Programme.</p>
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## 9. Appendices

9.1	Appendix A. Assumptions underpinning the draft MTFP
9.2	Appendix B. Detailed proposed Capital Programme
9.3	Appendix C. Detailed proposed Revenue Programme
9.4	Appendix D. New Capital Investment proposals
9.5	Appendix E. New Revenue Investment proposals

## 10. Implications

### Financial Implications

10.1	The financial implications are contained in the body of the report.
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### Legal Implications

10.2	<p>Under powers granted by the Combined Authorities (Finance) Order 2017, elected Mayors may raise a precept on Constituent Authorities Council Tax bills under section 107G of the Local Democracy Economic Development and Construction Act 2009. A Mayoral Precept may only be issued in relation to the costs of the Mayor or of discharging Mayoral Functions. The Mayoral functions are set out in Article 12 of the Cambridgeshire and Peterborough Combined</p> <p>Further, under Section 25 of the Local Government Act 2003, the Authority's Chief Financial Officer (the Treasurer) is required to report on the robustness of the estimates made for the purposes of the budget and levy calculations and the adequacy of the proposed reserves. This information enables a longer-term view of the overall financial position to be taken.</p>
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	<p>This report is submitted to the Board in accordance with the Budget procedure rules. The CPCA has a statutory duty to have regard to the report of the Chief Finance Officer when making decisions about its budget calculations. The legal and governance processes that need to be completed including consideration by Overview and Scrutiny Committee and the Combined Authority Board.</p> <p>As a public authority which has the power to levy for transport functions and to raise a precept, the Cambridgeshire and Peterborough Combined Authority must set a budget every year which is agreed through its formal decision-making processes.</p> <p>Some savings proposals may only be delivered after specific statutory or other legal procedures have been followed and/or consultation taken place. Where consultation is required, the CPCA cannot rule out the possibility that they may change their minds on the proposal because of the responses to a consultation, and further reports to the CPCA Board may be required.</p> <p>If General Fund Reserves are used to support the budget, they may need to be reimbursed at the earliest opportunity to provide the necessary, margin of safety in future years.</p> <p>Apart from statutory duties relating to specific proposals the CPCA must consider its obligations under the Equality Act.</p>
Public Health Implications	
10.3	None directly
Environmental & Climate Change Implications	
10.4	None directly
Other Significant Implications	
10.5	None
Background Papers	
10.6	None



<b>Overview and Scrutiny Committee</b>		Agenda Item
<b>27 November 2023</b>		<b>11</b>
<b>Title:</b>	Appointment of Skills Rapporteur	
<b>Report of:</b>	Anne Gardiner, Governance Manager & Statutory Scrutiny Officer	
<b>Lead Member:</b>	Edna Murphy – Lead Member for Governance	
<b>Public Report:</b>	Yes	
<b>Key Decision:</b>	N/A	
<b>Voting Arrangements:</b>	A simple majority of all Members	

<b>Recommendations:</b>	
A	Nominate and appoint a member to the Rapporteur role for the Skills and Employment Committee

<b>Strategic Objective(s):</b>	
The proposals within this report fit under the following strategic objective(s):	
	Achieving ambitious skills and employment opportunities
	Achieving good growth
	Increased connectivity
	Enabling resilient communities
	Achieving Best Value and High Performance
<p>Appointing rapporteurs to shadow the work of the thematic committees plays a key role in driving the new ways of working and enhancing the Overview &amp; Scrutiny function which is a key ambition from the ongoing improvement framework of the Combined Authority. A healthy, capable and supported Overview &amp; Scrutiny functionality will drive accountability and improve the effectiveness of decision-making within the Combined Authority, which in turn will contribute to driving enhanced delivery and performance.</p> <p>The Combined Authority is committed to implementing a positive governance culture in all that it does, building upon significant improvements already delivered in response to previously identified governance shortcomings as it seeks to build the foundations for a healthy regional democracy. This involves improving awareness, opportunity and accountability to the public through the Overview &amp; Scrutiny function.</p>	

## 1. Purpose

1.1	The report provides the Overview and Scrutiny Committee with details regarding the Rapporteur Lead Roles and requests that the committee consider nominating another member to cover the Skills and Employment Committee following Cllr Coles standing down from the Committee.
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## 2. Proposal

2.1	The Overview and Scrutiny Committee agreed to adopt new ways of working and a new approach to implementing the Overview & Scrutiny function at the Combined Authority at its meeting on 19 June 2023: this followed consideration of a number of options over the course of several meetings and supported through Member workshops.
2.2	The committee selected Option A which included the development of the existing Rapporteur roles to shadow the Combined Authority Thematic Committees to help enhance the ways of working between Board and Thematic Committees and the Scrutiny function and help to develop opportunities for early scrutiny involvement in key decision making and strategy development.
2.3	The appointment to Rapporteur roles for each of the Combined Authority Thematic Committees will play a key role in driving these new ways of working: once appointments have been made it is suggested that Rapporteurs meet with the Chairs of the Thematic Committees to discuss how they can best support each other.
2.4	Both members and substitute members of the Overview and Scrutiny Committee are invited to put themselves forward for a Rapporteur role. This acknowledges the additional call on members' time in taking on additional work for the Committee and recognises that substitutes may have greater capacity than a main member. Detail on time commitments is included within the job role description at Appendix 1. If a substitute member is appointed as Rapporteur, they would be able to attend meetings to provide feedback on items they have reviewed. They would only have full voting rights if they were at the committee meeting as a substitute in the absence of the main member.

## 3. Background

3.1	At the meeting of the Overview and Scrutiny on 19 June 2023, the members agreed to support the implementation of Option A which would create a new strategic focus for the Committee supported by informal planning meetings and the commissioning of deep dive reviews.
3.2	At the Informal Session on August 31 <sup>st</sup> Cllr Coles was appointed as one of the rapporteurs for the Skills and Employment Committee; this appointment was ratified at the September O&S Committee meeting. Following the stepping down of Cllr Coles from the O&S Committee; members are asked to consider appointing another member to be a rapporteur for Skills and Employment Committee. Cllr Judith Rippeth is currently the standing rapporteur for this Committee; members felt that having two rapporteurs for each committee was prudent in recognising members availability and capacity to attend additional meetings.

## 4. Appendices

4.1	Appendix A - Rapporteur Job Description
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## 5. Implications

### Financial Implications

5.1	Appointment of rapporteurs as part of the delivery of the scrutiny function is unlikely to impact significantly on the Combined Authority's finances.
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### Legal Implications

6.1	The importance and legitimacy that scrutiny is afforded by the law should be recognised. Overview and Scrutiny was created to act as a check and balance on the executive and is a statutory requirement for all combined authorities.
6.2	Although the existence of the function is set out in legislation, how it operates and how it is structured is left to individual Local Authorities. This provides for a high degree of flexibility and the ability to consider different topics and issues in the most appropriate way.
Public Health Implications	
7.1	There are no public health implications set out within the content of this report, although it should be noted that the new approach to delivering the scrutiny function is intended to contribute to effective decision-making and drive accountability, performance and delivery across all of the Combined Authority remit.
Environmental & Climate Change Implications	
8.1	There are no environmental and climate change implications set out within the content of this report, although it should be noted that the new approach to delivering the scrutiny function is intended to contribute to effective decision-making and drive accountability, performance and delivery across all of the Combined Authority remit.
Other Significant Implications	
9.1	There are no other significant implications set out in the content of this report.
Background Papers	
10.1	March 2023 Overview & Scrutiny Committee: <a href="#">O&amp;S Meeting – March 2023</a>
10.2	June 2023 Overview & Scrutiny Committee: <a href="#">O&amp;S Meeting – June 2023</a>
10.3	July 2023 Overview & Scrutiny Committee: <a href="#">O&amp;S Meeting – July 2023</a>
10.4	September 2023 Overview & Scrutiny Committee: <a href="#">O&amp;S Meeting – Sept 2023</a>

## Scrutiny Rapporteur - Job Description

**Appointed by the Overview and Scrutiny Committee, a scrutiny rapporteur will report back to the committee on work going on in their specified areas.**

Aim of the Role:

- Gain an understanding of activity taking place.
- Identify and report back to the O&S Committee on risks relating to this activity.
- Assist the Committee in identifying its work priorities in relation to their area of enquiry: highlighting areas of concern and contributing to discussions concerning the value that O&S may add to the issue by undertaking further scrutiny.

Reporting Process:

- Rapporteurs will engage with the appointed thematic committee on behalf of the O&S Committee; this may mean holding informal sessions with the Chair for the Committee; Executive Director for the Thematic Committee or other relevant officers.
- Rapporteurs can attend Thematic Committee meetings (held bi-monthly) to observe the meeting and submit questions.
- Consult with the O&S Committee Chair to determine whether any recommendations are required.
- Provide updates to the O&S Committee on any areas identified for scrutiny work and flag any future areas by considering the Forward Plan.

This work will be member-led with some support from the Statutory Scrutiny Officer.



Capacity Requirements:

- Virtual or physical attendance at Thematic Committee meetings as well as any additional informal meetings required with relevant officers.
- Research and reading of materials for the relevant Thematic Committee.
- Presenting feedback to the O&S Committee and making any recommendations for further work.

It is estimated that an extra 5-6 hours on member time would be required on a bi-monthly basis. Please note that should the rapporteur wish to undertake a review/deep dive into a specific topic that there would then be a further impact on the time required by the role.



<b>Overview &amp; Scrutiny Committee</b>	Agenda Item
<b>27 November 2023</b>	<b>13</b>

Title:	O&S Committee Draft Work Programme
Report of:	Anne Gardiner
Lead Member:	Cllr Edna Murphy
Public Report:	Yes
Key Decision:	NA
Voting Arrangements:	Majority of members present

**Recommendations:**

A	The Committee is requested to note the draft work programme for the municipal year 2023/24 as shown at Appendix 1 and discuss items for the work programme.
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**1. Purpose**

1.1	Discuss the draft work programme and suggest items to be added for future meetings.
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**2. Proposal**

2.1	The Committee review the work programme at Appendix 1 for comments and approval for the municipal year 2023/24.
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**3. Background**

3.1	<p>In accordance with the Constitution, the Overview &amp; Scrutiny Committee is responsible for setting its own work programme.</p> <p>In considering items for their work programme the Committee are requested to take into account the guidance published by the Centre for Governance and Scrutiny (CfGS) 'Overview and scrutiny in combined authorities: a plain English guide' (Second Edition) which states:</p> <p>“That where the Committee takes a rigorous approach to prioritising its work, and only placing items on the work programme where they will clearly add value, and where they relate to scrutiny’s role, the work programme will reflect that exercise.”</p> <p>That guidance continues with a section on approaches to shortlisting topics which states when shortlisting topics these “should reflect scrutiny’s overall role in the authority. This will require the development of bespoke, local solutions, however when considering whether an item should be included in the work programme”. The kind of questions a scrutiny committee should consider, therefore, might include:</p>
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	<ul style="list-style-type: none"> <li>• Do we understand the benefits scrutiny would bring to this issue?</li> <li>• How could we best carry out work on this subject?</li> <li>• What would be the best outcome of this work?</li> <li>• How would this work engage with the activity of the executive and other decision-makers, including partners?</li> </ul> <p>Given the above guidance it is clear that the Committee should plan and manage their activities effectively in order to ensure that there is ongoing development of the overview and scrutiny function. A key tenet of making improvements is to focus upon topic selection and produce more robust work programmes to underpin improved ways of working taking a realistic account of the resources available. Ultimately, Overview and Scrutiny Members will want to be in the position of exerting a proactive and positive influence upon what the Combined Authority does in practice.</p> <p>While an agreed work programme will assist in managing committee activity, it should be recognised that unforeseen matters will arise from time to time that will affect Members' ability to achieve the goals within an overall work programme.</p>
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## 4. Appendices

4.1	Appendix A – O&S Draft Work Programme 2023 - 2024
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## 5. Implications

Financial Implications	
5.1	There are no direct financial implications anticipated with these proposals.
Legal Implications	
6.1	None
Public Health Implications	
7.1	None
Environmental & Climate Change Implications	
8.1	None
Other Significant Implications	
9.1	None
Background Papers	
10.1	None



## OVERVIEW & SCRUTINY WORK PROGRAMME 2023/24

It should be noted that the following items will be standard considerations at every meeting of the OSC:

- Minutes of previous OSC
- Public Questions
- Combined Authority Forward Plan - Rapporteur Updates – Deep Dive Updates
- CA Board Agenda
- OSC Work Programme

<b>Informal OSC Session (Virtual via Teams)</b>		
<b>30 August 2023</b>		
<b>Item:</b>	<b>Information:</b>	<b>Lead Officer:</b>
Corporate Performance	Corporate Performance Dashboard	
Priority Projects Performance and Overview	Major Projects Dashboard	
Future Decision-Making	Forward Plan	
Area of focus – Increased Connectivity		
<b>Overview &amp; Scrutiny Committee (Town Hall, Peterborough City Council)</b>		
<b>18 September 2023</b>		
<b>Item:</b>	<b>Purpose:</b>	<b>Lead Officer:</b>
<b>Combined Authority Improvement</b>		
Improvement Plan Highlight Report	Review and challenge progress in delivering the improvement plan phase 2	Angela Probert
<b>Combined Authority Performance</b>		
Corporate Performance Report Q1 2023/24		Jules lent
Increased Connectivity: Bus Network Review		Steve Cox Tim Bellamy Neal Byers
<b>Accountability</b>		
Increased Connectivity (Corporate Plan) Priority Area Transport & Infrastructure Committee	To review Corporate Plan objectives under Increased Connectivity priority area, test and challenge approach and performance/ progress – focus on Powered Two Wheelers & Road Safety	Transport & Infrastructure Committee Chair Steve Cox Tim Bellamy



### Combined Authority Budget

Corporate Plan & Medium Term Financial Plan Refresh Process	Review and challenge MTFP ability to deliver Corporate Plan and developing budget proposals	Nick Bell
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### Informal OSC Session (Virtual via Teams) 1 November 2023

Item:	Information:	Lead Officer:
Corporate Performance	Corporate Performance Dashboard	
Priority Projects Performance and Overview	Major Projects Dashboard	
Future Decision-Making	Forward Plan	
Improvement Plan - Area of focus culture capacity and confidence		

### Overview & Scrutiny Committee (Pathfinder House, Huntingdonshire Council) 27 November 2023

Item:	Purpose:	Lead Officer:
<b>Combined Authority Improvement</b>		
Improvement Plan Highlight Report – focus on Culture Capacity and Confidence	Review and challenge progress in delivering the improvement plan phase 2 + identified priority areas	Angela Probert/Kate McFarlane

### Combined Authority Performance

Corporate Performance Report Q2 2023/24		Jules Ient
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### Combined Authority Budget and Corporate Plan Refresh

Include verbal update on autumn statement National drivers, regional drivers, what it means for us 2024/25 Budget Consultation	Review and challenge proposed budget consultation plans	Nick Bell
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### Informal OSC Session (Virtual via Teams) 9 January 2024

Item:	Information:	Lead Officer:
Corporate Performance	Corporate Performance Dashboard	
Priority Projects Performance and Overview	Major Projects Dashboard	
Future Decision-Making	Forward Plan	
Area of focus – Skills & Employment		
Improvement Plan – area of focus governance & decision making		

### **Overview & Scrutiny Committee (Pathfinder House, Huntingdonshire Council)** **29 January 2024**

Item:	Purpose:	Lead Officer:
<b>Combined Authority Improvement</b>		
Improvement Plan Highlight Report – focus on governance & decision making	Review and challenge progress in delivering the improvement plan phase 2 + identified priority areas	Angela Probert/
<b>Combined Authority Performance</b>		
<b>Accountability</b>		
Skills & Employment (Corporate Plan) Priority Area Skills & Employment Committee	To review Corporate Plan objectives under Skills & Employment priority area, test and challenge approach and performance/ progress	Chair of Skills & Employment Committee Richard Kenny Claire Paul
Mayor: Mid-Year Update	To receive and question the Mayor on mid-year update on CPCA performance and development of Mayoral ambitions	Mayor
<b>Combined Authority Budget</b>		
2024/25 Draft Budget Proposals	Review and challenge draft budget proposals and consultation response and impact	Nick Bell

### **Informal OSC Session (Virtual via Teams)**

**14 February 2024**

Item:	Information:	Lead Officer:
Corporate Performance	Corporate Performance Dashboard	
Priority Projects Performance and Overview	Major Projects Dashboard	
Future Decision-Making	Forward Plan	
Area of focus – Enabling Resilient Communities		
State of the Region		Kate

**Overview & Scrutiny Committee (Bourges Viersen Rooms, Town Hall, Peterborough)  
18 March 2024**

Item:	Purpose:	Lead Officer:
<b>Combined Authority Improvement</b>		
Improvement Plan Highlight Report	Review and challenge progress in delivering the improvement plan phase 2 + identified priority areas	Angela Probert
<b>Combined Authority Performance</b>		
Enabling Resilient Communities Climate Change	To review Corporate Plan objectives under Enabling Resilient Communities priority area, test and challenge approach and performance/ progress in tackling climate change	Adrian Cannard
Corporate Performance Report Q3 2023/24		Jules Ient
State of the Region		Kate McFarlane
<b>Accountability</b>		
Enabling Resilient Communities (Corporate Plan) Priority Area Environment and Sustainable Communities Committee	To review Corporate Plan objectives under Enabling Resilient Communities priority area, test and challenge approach and performance/ progress	Chair of Environment & Sustainable Communities Committee Adrian Cannard



## Overview & Scrutiny Training programme 2022/23 – 23/24

<b>Date:</b>	<b>Item:</b>	<b>Provider:</b>	<b>Purpose:</b>	<b>Lead:</b>
Wed 11 <sup>th</sup> October AM	CPCA Subsidiary Companies	CPCA	O&S Role & Subsidiary Companies	Robert Fox
22 <sup>nd</sup> November	O&S Budget Scrutiny Training	Link Support Services	Budget Scrutiny Training in preparation for the CPCA Budget Consultation	Anne Gardiner