



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

COMBINED AUTHORITY BOARD

Date: Wednesday, 19 October 2022

Democratic Services

Edwina Adefehinti
Deputy Monitoring Officer

72 Market Street
Ely
Cambridgeshire
CB7 4LS

10:00 AM

Sand Martin House, Bittern Way, Peterborough PE2 8TY
[Venue Address]

AGENDA

Open to Public and Press

Part 1: Governance Items

- | | | |
|------------|--|----------------|
| 1.1 | Announcements, Apologies for Absence and Declarations of Interests | |
| 1.2 | Combined Authority Board and Committee Membership Update - October 2022 | 1 - 4 |
| 1.3 | Minutes - 27 July 2022 (public) REVISED | 5 - 30 |
| 1.4 | Minutes - 31 August 2022 (public) and Action Log | 31 - 52 |

1.5 Petitions

1.6 Public Questions

Arrangements for asking a public question can be viewed here

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

Part 2: Improvement

2.1 Interim Chief Executive's Diagnosis - Improvement Framework 53 - 110

2.2 Senior Management Re-structure 111 - 140

Part 3: Finance

3.1 Budget Monitor Report: October 2022 141 - 162

Part 4: Combined Authority Decisions

4.1 Emerging Bus Strategy

To follow

4.2 Kings Dyke - Request to draw down Subject to Approval Funding 163 - 166

4.3 Active Travel Grant Funding 167 - 184

4.4 March Area Transport Scheme - Drawdown on funds for Active Travel 185 - 228

4.5 Fengate Phase 1 229 - 260

4.6 Peterborough Junction 3 261 - 292

4.7 Capability and Ambition Fund 293 - 320

4.8 E-Scooter Update and Next Steps 321 - 344

4.9 Climate Commission 345 - 348

4.10	Market Towns Programme Financial Update September 2022	349 - 356
	Part 5 - Skills Committee recommendations to the Combined Authority Board	357 - 358
	Part 6 - Housing and Communities Committee recommendations to the Combined Authority Board	359 - 362
	Part 7 - Business Board recommendations to the Combined Authority	363 - 366
	Part 8: Mayoral Decision	
8.1	Mayoral Decision Notice MDN40-2022 Adult Education Budget Contract Awards 2022-23	367 - 376
	Part 9: Governance Reports	
9.1	Independent Remuneration Panel Report	377 - 398
9.2	Appointment of Directors to CPCA Subsidiary Companies	399 - 402
9.3	Forward Plan - October 2022	403 - 452

Part 10 - Exempt Matters

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

Discussion of information that is exempt from publication under Part 1 of Schedule 12A of the Local Government Act 1072, as amended, in that it would not be in the public interest for this information to be disclosed (information relating to an individual; information which is likely to reveal the identity of an individual; information relating to the financial or business affairs of any particular person (including the authority holding the information).

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

10.1	Exempt minutes of the Extraordinary meeting of the Combined Authority Board 20 May 2022 (circulated separately)	
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COVID-19

The legal provision for virtual meetings no longer exists and meetings of the Combined Authority therefore take place physically and are open to the public. Public access to meetings is managed in accordance with current COVID-19 regulations and therefore if you

wish to attend a meeting of the Combined Authority, please contact the Committee Clerk who will be able to advise you further.

The Combined Authority Board comprises the following members:

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

Mayor Dr Nik Johnson

Alex Plant

Councillor Anna Bailey

Councillor Chris Boden

Councillor Sarah Conboy

Councillor Wayne Fitzgerald

Councillor Lewis Herbert

Councillor Lucy Nethsingha

Councillor Bridget Smith

Councillor Edna Murphy (Non-voting Member)

Darryl Preston (Non-voting Member)

Jan Thomas (Non-voting Member)

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



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Agenda Item No: 1.2

Combined Authority Board and Committee Membership Update: October 2022

To: Cambridgeshire and Peterborough Combined Authority Board

Meeting Date: 19 October 2022

Public report: Yes

Lead Member: Lead Member for Governance, Cllr Edna Murphy

From: Edwina Adefehinti, Deputy Monitoring Officer

Key decision: No

Recommendations: The Combined Authority Board is recommended to:

- a) Note the appointment by Cambridge City Council of Councillor Anna Smith as its substitute member on the Combined Authority Board for the remainder of the municipal year 2022/2023.
- b) Note the appointment by Cambridgeshire County Council of Cllr Piers Coutts as the substitute member for the Audit and Governance Committee for the remainder of the municipal year 2022/23.

Voting arrangements: a) Appointment is made by the constituent council
b -d) Note only

1. Purpose

- 1.1 The report advises the Board of amendments to the substitute membership of the Combined Authority Board and the substitute membership for the Audit and Governance Committee notified by Cambridgeshire County Council.

2. Background

- 2.1 In accordance with the Cambridgeshire and Peterborough Combined Authority Order 2017, each constituent council must appoint one of its elected members and a substitute member to the Combined Authority Board. The Combined Authority has been advised that Cambridge City Council has appointed Councillor Cllr Anna Smith as its substitute member for the remainder of the 2022/23 municipal year.

- 2.2 The revised membership is set out in the table below:

Nominating body	Member	Substitute Member
Cambridge City Council	Cllr Lewis Herbert	Cllr Anna Smith
Cambridgeshire County Council	Cllr Lucy Nethsingha	Cllr Elisa Meschini
East Cambridgeshire District Council	Cllr Anna Bailey	Cllr Joshua Schumann
Fenland District Council	Cllr Chris Boden	Cllr Jan French
Huntingdonshire District Council	Cllr Ryan Fuller	Cllr Jon Neish
Peterborough City Council	Cllr Wayne Fitzgerald	Cllr Steve Allen
South Cambridgeshire District Council	Cllr Bridget Smith	Cllr John Williams

- 2.3 Cambridgeshire County Council has advised that it has appointed Cllr Piers Coutts as the substitute member for the Audit and Governance Committee. This appointment is subject to confirmation at Cambridgeshire County Council full Council meeting on 18 October.
- 2.4 The Monitoring Officer has delegated authority to accept changes to membership of committees notified by Board members during the municipal year to ensure there is a full complement of members or substitute members at committee meetings.

Significant Implications

3. Financial Implications

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

4. Legal Implications

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

5. Public Health Implications

- 5.1 None

6. Environmental and Climate Change Implications

- 6.1 Neutral

7. Other Significant Implications

- 7.1 None



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Cambridgeshire and Peterborough Combined Board: Minutes

Date: Wednesday 27 July 2022

Time: 10.00am – 2.46pm

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

Present: Mayor Dr Nik Johnson

Councillor A Bailey – East Cambridgeshire District Council,
Councillor C Boden – Fenland District Council, Councillor S Conboy –
Huntingdonshire District Council, Councillor W Fitzgerald – Peterborough
City Council (to 1.12pm), Councillor L Herbert (Statutory Deputy Mayor) –
Cambridge City Council, Professor A Neely – Acting Chair of the Business
Board (to 1.44pm), Councillor L Nethsingha (Non-Statutory Deputy Mayor)
– Cambridgeshire County Council and Councillor John Williams – South
Cambridgeshire District Council

Co-optees: J Peach – Deputy Police and Crime Commissioner, Councillor E Murphy –
Fire Authority (joined the Board for Item 2.1: Budget Monitor Report July
2022 onward) and J Thomas – Integrated Care System (to 12.24pm)

Apologies: Councillor B Smith, substituted by Councillor J Williams and Police and
Crime Commissioner D Preston, substituted by Deputy Police and Crime
Commissioner J Peach

Part 1 - Governance Items

221. Announcements, Apologies for Absence and Declarations of Interest

The Mayor stated that he had been delighted to attend the opening of the new Ralph Butcher Causeway at Kings Dyke earlier in the month. The new layout had cost £32m and had been chiefly funded by the Combined Authority and delivered by Cambridgeshire County Council with the support of key local partners including Fenland District Council and Whittlesey Town Council. The Mayor described this as an example of what could be achieved when local partners showed belief and worked together.

Transport and connectivity were fundamental to delivering sustainable growth across Cambridgeshire and Peterborough, and the Mayor encouraged as many people as possible to share their views through the public consultation on the Combined Authority's Local Transport and Connectivity Plan before it closed on 4 August 2022.

The Mayor welcomed Gordon Mitchell, Interim Chief Executive, and Edwina Adefehinti, Deputy Monitoring Officer, to their first Board meeting.

Apologies for absence were received from Councillor B Smith, substituted by Councillor J Williams, and Police and Crime Commissioner D Preston, substituted by Deputy Police and Crime Commissioner J Peach.

Councillor C Boden declared an interest in Item 2.1: Budget Monitor Report July 2022 as a Trustee of FACT, which provided the No.68 bus route in Wisbech on a non-profit basis. Minute 219 below refers.

Professor A Neely declared an interest during the meeting in relation to Item 5.1: Active Travel Cambridgeshire, as a member of the Greater Cambridge Partnership Board. He took part in the debate of the report, but did not vote. Minute 223 below refers.

222. Minutes of the Extraordinary meeting of the Combined Authority Board 20 May 2022, Minutes of the Combined Authority Annual Meeting 8 June 2022 and Action Log

The full minutes of the Extraordinary meeting of the Combined Authority Board on 20 May 2022 were exempt from publication under Part 1 of Schedule 12A of the Local Government Act 1972, as amended, in that it would not be in the public interest for this information to be disclosed - information relating to an individual; information which is likely to reveal the identity of an individual; and information relating to the financial or business affairs of any particular person (including the authority holding that information). The public interest in maintaining the exemption was deemed to outweigh the public interest in publishing it.

Councillor Bailey stated her belief that two points were missing from the exempt minutes of the Extraordinary meeting of the Combined Authority Board on 20 May 2022.

On being proposed by the Mayor, seconded by Councillor Herbert, it was resolved unanimously:

To exclude the press and public from the meeting for the discussion of the exempt minutes of the Extraordinary meeting of the Combined Authority Board on 20 May 2022 under Part 1 of Schedule 12A of the Local Government Act 1972, as amended, in that it would not be in the public interest for this information to be disclosed - information relating to an individual; information which is likely to reveal the identity of an individual; and information relating to the financial or business affairs of any particular person (including the authority holding that information). The public interest in maintaining the exemption was deemed to outweigh the public interest in publishing it.

The public meeting was adjourned at 10.07am.

[Private Session]

The public meeting resumed at 10.25am.

The minutes of the Extraordinary meeting of the Combined Authority Board on 20 May 2022 were deferred to 31 August 2022 for approval.

With the consent of the meeting, the minutes of the annual meeting of the Combined Authority Board on 8 June 2022 were approved as an accurate record and signed by the Mayor.

The Action Log was noted.

223. Petitions

No petitions were received.

224. Public Questions

One public question was received from Roxanne De Beaux, Executive Director of Camcycle. A copy of the question and the Mayor's response is attached at Appendix 1.

225. Membership of Combined Authority 2022-23

Councillor Murphy left her seat in the public gallery and the meeting room for the duration of this item and the vote.

The Deputy Monitoring Officer advised the Board of the proposed appointments.

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

- a) Note the appointment by South Cambridgeshire District Council of Councillor John Williams as its substitute member on the Combined Authority Board for the remainder of the municipal year 2022/2023, replacing Councillor Brian Milnes.
- b) Appoint Councillor Edna Murphy as a co-opted member of the Combined Authority Board for 2022/23 representing the Cambridgeshire and Peterborough Fire Authority and Councillor Mohammed Jamil as substitute member.
- c) Appoint Alex Plant as the Business Board member of the Combined Authority Board for 2022/23, and Professor Andy Neely as the substitute member.

- d) Approve the appointment of Councillor Bridget Smith of South Cambridgeshire District Council as the nominated substitute member for the Mayor and Lead Member for Economic Growth for the Business Board
- e) Note and agree the Mayor's nomination to Lead Member responsibilities for Lead Member for Governance as set out in paragraph 2.9 of this report

Councillor Murphy returned to the meeting room and joined the Board.

Part 2 – Finance

226. Budget Monitor Report July 2022 2021-22 Outturn

Councillor Boden declared an interest in this item in his capacity as a Trustee of FACT, which provided the No.68 bus route in Wisbech on a non-profit basis. Minute 214 above refers. He took part in the debate of the report and the vote.

The Board was provided with an overview of the outturn for 2021/22 and an update on the 2022/23 budget and capital programme. This included approved changes which had been made since the medium-term financial plan (MTFP) was agreed by the Board in January 2022 and proposed slippage. Members' attention was drawn to Appendix 4 which provided a detailed explanation of every material variance.

Key issues included savings across corporate budgets and treasury management measures resulting in a saving of £1.6m; a ring-fenced underspend on the Adult Education Budget (AEB) which preserved this funding for AEB purposes in future years; a significant underspend on the LAD2 retrofit programme which would need to be returned to BEIS as the sponsoring department and would be the subject of a separate report at a future meeting; and a 32% underspend on capital programmes, rising to 39% when the highways grant passported to the two local Highways Authorities was excluded. Slippage was always to be avoided where possible, but where this was proposed it was largely due to external factors beyond the Combined Authority's control. Internally, enhanced support in the project management office was demonstrating improvements in process. Two significant risks were identified. These related to the Transforming Cities Fund (TCF), where projects which had not started delivery by March 2023 risked the clawback of funding; and the value for money (VFM) concerns highlighted by the Combined Authority's external auditor, Ernst and Young. In response to these VFM concerns the Department for Levelling Up, Housing and Communities (DLUHC) had paused funding to the Combined Authority. This did not affect the organisation's ability to deliver projects at the current time.

The Mayor welcomed the comprehensive report, and in particular the detailed explanation of material variances contained in Appendix 4 which responded to a previous request from the Board.

Councillor Boden sought clarification of how the reported underspend on the Kings Dyke project for 2021/22 aligned with the request made at the Transport and Infrastructure Committee for the CPCA to pay its 60% share of the costs to

Cambridgeshire County Council. Officers undertook to provide a briefing note on this outside of the meeting. Officers further confirmed that the £2.93m associated with the March Area Transport Study represented a credit variance and undertook to discuss with the external auditor how negative slippage was presented in future reports. ~~With the Mayor's agreement, Councillor Boden raised the issues around the No.68 bus route in Wisbech and asked that a report should be brought on this to the next meeting if it was proposed to terminate the service. Officers were tasked to look at this issue and the Mayor agreed that a report could be taken to the next meeting of the Transport and Infrastructure Committee if the service was to be terminated.~~ *Correction:* With the Mayor's agreement, Councillor Boden raised the issues around the No.68 bus route in Wisbech. Given the imminence of the need to serve notice of a termination of service he asked for an assurance that this would be an agenda item at the next meeting. The Mayor stated that officers had been tasked to look at this issue and that a written response was needed, and that he was happy for this to come back to the committee at the end of next month.

Councillor Fitzgerald expressed concern at the reported underspend of around £12m and asked about the expected year end position, commenting that in his view delivery performance was poor. Officers stated that the business planning cycle would set out the anticipated year end position and it was expected that an update on the in-year budget would be presented at the Board's September meeting.

Councillor Conboy welcomed the clear, succinct format of the report. She suggested that a similarly clear, easy to understand annex or separate update designed to be shared with partner organisations would be a useful addition in future.

Councillor Nethsingha commented that the Board was keenly aware of the issues around LAD2 and was taking this very seriously. She noted that slippage was not uncommon in relation to large capital projects, but asked whether there was an expectation around the likely levels of slippage in budget planning as a better understanding of this could potentially support the funding of more ambitious projects in future. Councillor Boden concurred, commenting that it was important to deal actively with slippage to avoid missing potential opportunities, and that this was something he would want to see as part of the next budget. Officers stated that an overall estimate of slippage was currently factored into the planning process rather than looking at individual projects, but confirmed that this was something which could be revisited. The Mayor stated his expectation that this would form part of future conversations.

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

- a) Note the outturn position of the Combined Authority for the 2021- 22 financial year, including £2m of single pot revenue savings and £1.8m capital savings.
- b) Approve the updated requested slippage of unspent project budgets on the approved capital programme of £51.3m and on the revenue budget of £8.4m

Part 3 – Mayoral Decisions

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

The Board was notified of Mayoral Decision Notice (MDN) MDN38-2022 recording the key decision taken by the Mayor on 30 June 2022 to approve funding of £4,397,093 from the Recycled Local Growth Fund to projects recommended by the Business Board.

Councillor Bailey welcomed the timely reporting of this MDN to the Board in accordance with due process, whilst Councillor Nethsingha described this as an example of an MDN being used appropriately.

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

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

Part 4 - Combined Authority Decisions

228. Improvement Framework

This key decision was added to the Forward Plan on 19 July 2022 under general exception arrangements.

The minutes of the Audit and Governance Committee (A&G) meeting on 30 June 2022 had been sent to all Board members the previous week at the request of A&G's Independent Chair, to offer an insight into the Committee's debate and conclusions around the external auditors' letter dated 1 June 2022, future improvement activity and the draft Member Officer Protocol ahead of the Board's own deliberations.

The Improvement Framework had also been considered in detail by the Overview and Scrutiny Committee (O&S) on 25 July 2022. The Committee had spent almost an hour and three quarters discussing the proposals and asking questions of the Interim Chief Executive and Interim Head of Governance, and had been supportive of the approach described in the report. The Mayor stated that the Board welcomed this level of scrutiny, and that O&S would have a crucial role to play in the Combined Authority's improvement journey.

The Interim Chief Executive invited the Board to consider his proposals to drive and implement an improvement plan to address the issues identified in the external auditor's letter of 1 June 2022 and in discussion with the Department for Levelling Up, Housing and Communities (DLUHC), and in light of DLUHC's decision to take a precautionary approach to the transfer of funding to the CPCA until it had sufficient assurance that appropriate plans were in place to address these concerns. Some measures had already been put in place, including the appointment of an interim chief executive and

the drafting of a Member Officer protocol for the Board's approval. However, the degree of challenge which the Authority faced remained significant. It was for that reason that he was seeking the Board's approval of a number of exceptional delegations to allow him to move at pace to enhance leadership capacity within the CPCA. If approved, this would take account of the work done prior to his appointment around the senior management structure and was linked to embedding protective behaviours around staff. Moving forward, he proposed a self-assessment exercise to identify the scale and scope of the CPCA's needs. The Independent Review of Governance and Ways of Working appended as Appendix 1 to the report would be pertinent to both this self-assessment exercise and to the improvement plan. Specialist external expertise would be sought where appropriate, and the outputs from the various workstreams would be incorporated into a single improvement plan.

The Interim Chief Executive emphasised the importance of the Board recognising the scale and scope of the Improvement Plan. There would be costs associated with the work being voluntarily undertaken by the CPCA to produce this plan, and the CPCA would also be required to fund any form of formal intervention should this be required by Government. In response to the exceptional circumstances, he was seeking the Board's approval to allocate the use of up to £750,000 from the CPCA Response Fund to fund the scoping, development and delivery of improvement activity, and a delegation to authorise him to spend these funds. If approved, he would report back regularly on progress to the Board both via its formal public meetings and informally outside of these. The chief executives of the CPCA's constituent councils had been given advanced notice of the proposals contained in the report and the opportunity to comment on these. The proposals had also been thoroughly examined by the Overview and Scrutiny Committee earlier in the week and its members had been supportive of the approach proposed.

Professor Neely welcomed both the Improvement Plan and the Independent Review of Governance and Ways of Working. He acknowledged the scale of the improvement agenda and asked about the balance to be struck between maintaining delivery and the need for reflection and re-structuring. He also asked what additional support might be needed from the Board. The Interim Chief Executive recognised the need to balance these priorities, but judged that action to address the capacity challenge at senior officer level must take priority. He was hopeful that this could be improved quickly. There was also a need to ensure involvement and buy-in to the improvement journey from all key parties including Board members, staff and partners. The Board must take ownership of this process, and he would need Board members to invest time in the discussions around shaping the CPCA's common purpose, relative priorities and ways of working.

Councillor Bailey welcomed the Improvement Plan and the Independent Review of Governance and Ways of Working, describing the latter as comprehensive and reflecting the detailed discussions which had informed the review. She had submitted a number of detailed questions in writing to the Interim Chief Executive the previous day and thanked him for his prompt response to these. In her judgement, the CPCA was suffering from a lack of strategy and policy direction and felt like an officer-driven organisation at present. She felt that the impact of the whistle-blowing complaint which had been made last year should be recognised and referenced in the table included in the report setting out the eight key dimensions which would underpin the Improvement Plan. Councillor Bailey welcomed the commitment to regular reporting to the Board on

activity and spend, but was not clear on how the proposals would speed up policy development and decision-making and would like to see more on that. She also cautioned of the need to be mindful of the potential implications for constituent councils and to recognise that constituent council officers were not CPCA staff. She judged it would be helpful to see an officer response to the Governance Review and how this would be embedded in the improvement journey. The Interim Head of Governance stated that preliminary discussions had already taken place with the newly appointed Lead Member for Governance and there were a number of process-related improvements identified in the Governance Review which could be delivered within a matter of weeks. There was a recognised need to provide better support to the Board outside of formal public meetings and to establish a clear link between the Board and the CPCA's strategic priorities.

Speaking in her capacity as Lead Member for Governance, Councillor Murphy welcomed the range and thoughtfulness of the report, and the concrete examples given of how the Board could seek to improve consensus by focusing on key agreed priorities and establishing a separate policy space to test out ideas. In her judgement, the use of appropriate delegations would also be key as too much decision-making was currently focused at Board level. She expressed the hope that rapid steps could be taken to reduce the number of Board meetings required.

The Interim Chief Executive stated that much of the centralisation which focused decision-making at Board-level was based on the Constitution. To create the time needed for the Board to focus on developing a shared strategy and explore policy options would require some decision-making taking place away from the Board via delegation through proper governance arrangements. A workstream around a re-write of the Constitution would ensure that this would reflect the Board's preferred way of working. He acknowledged that different constituent councils had different capacities and that there was a need to be sensitive to this and to find the right ways of working together. This was something which could be explored further with constituent council chief executives.

Ms Thomas welcomed the report, but emphasised that there would be a lot of hard work to be done and that this would be costly. In her view, there was a need to simplify relations between the Combined Authority Board, the NHS and the local Health and Wellbeing Boards and Integrated Care System and to recognise the four clear themes and strategic priorities which they had identified. She endorsed the proposed delegation to the Interim Chief Executive.

Councillor Conboy welcomed the report. There would be a challenge around Board members' capacity, and she judged there was a need to be clear about what would be needed from them in terms of a time commitment.

Councillor Herbert commented that the Board needed to provide leadership. He supported the proposed delegation to the Interim Chief Executive to strengthen the senior officer team and shared his view that the Combined Authority's committees had previously been under-used. He believed that a significant difference could be made by strengthening senior leadership and assisted by the recommendations contained in the report and the Governance review. There was a need to demonstrate to Government that the CPCA had the capacity and commitment to solve most of its challenges itself,

and the willingness to work with Government to address the rest. Councillor Herbert commented that he would welcome a specific discussion around the Governance review.

Councillor Nethsingha emphasised the exceptional nature of the delegation which the Board was being asked to make to the Interim Chief Executive, the significant public funds involved and the substantial degree of trust in him which this required. She was content to support this recommendation on the basis of his excellent first weeks in post and the pace at which work needed to be done. However, the Board would expect to be kept closely informed of progress. Councillor Nethsingha endorsed the proposal to create a new policy space for Board members. In the short-term, she would want this to feed into the budget-planning process, whilst in the longer term she would like to see it used for co-production between constituent councils and partners.

Councillor Williams described the report as excellent. South Cambridgeshire District Council (SCDC) would want to continue to be closely involved in and supporting the work of the Combined Authority. He judged that there were significant resources available within partner Authorities which the Combined Authority could draw on, such as the award-winning Climate Change team at SCDC.

Councillor Boden described the report as being difficult to read, and highlighting difficult issues. In his judgement there were multiple interlinked problems at the Combined Authority and not all of these could be solved immediately. The Interim Chief Executive had described the challenge around senior staffing capacity that was being faced now, but this challenge had existed for some time although not all members of the Board had been aware of the issues being faced. He felt there had been a defensiveness within the organisation and that there was a need for more openness and transparency. Councillor Boden reiterated the exceptional nature of the delegation proposed to the Interim Chief Executive, but felt that there was no alternative in the circumstances. It would though be important for the Board to have oversight of the work being undertaken, and he suggested a weekly update on progress filling vacancies. He further noted the reference in the letter of 1 June 2022 from the CPCA's external auditor which had stated that the safeguarding of staff was of paramount importance and invited the Interim Chief Executive to comment on this point. He did not recognise the external auditor's further comment that trust and respect between some senior officers and elected representatives had broken down, and asked that the Interim Chief Executive should bring this to the individual attention of Board members if that was the case.

The Interim Chief Executive stated that a baseline report on vacant positions had been shared with Board members in June. Some progress had been made since then, and going forward he had asked that recruitment activity updates to both himself and the Board should include timelines for all posts. The Board would receive an update the following week summarising the position. The safeguarding of staff was first and foremost a senior management responsibility. Clarification was required around how concerns were raised and poor conduct needed to be consistently identified. Subject to its adoption by the Board, the Member Officer protocol needed to be translated into behaviours and practice and an exercise would take place to allow the sharing of individual perspectives. It was noted that a challenge could be perceived as an attack, regardless of how it was meant.

Councillor Fitzgerald described the Governance report as excellent and voiced his support for the direction of travel towards improvement. He commented that he did not enjoy the adversarial nature of Board meetings and emphasised the importance of consensus, relationships and leadership.

The Deputy Police and Crime Commissioner stated that he was aware of some underlying problems and expressed the hope that the Interim Chief Executive would resolve these.

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

- a) Note the recommendations of the Audit & Governance Committee set out in paragraph 2.7 to 2.12 of this report and provide a response as requested.
- b) Delegate authority to the Interim Chief Executive for the recruitment and appointment of additional resources, including interim Chief Officers and interim Statutory Officers (as defined within the constitution) as set out in paragraph 3.5 to 3.15 of this report.
- c) Delegate authority to the Interim Chief Executive to finalise the senior management structure of the Authority as set out in paragraph 3.16 to 3.18 of this report.
- d) Acknowledge the scope and scale of the intended self-assessment exercise set out in this report and recognition of the scale of the current issues facing the Combined Authority.
- e) Support the self-assessment exercise set out in this report and provide comment on its content, noting the intention to conclude this work and report back to Board at its scheduled meeting on 21 September 2022.
- f) Allocate the use of up to £750,000 from the CPCA Response Fund to enable that money to be utilised on scoping, developing and delivering work relating to CPCA Improvement Activity, and delegate authority to spend to the Interim Chief Executive.
- g) Note the review of governance and ways of working attached at Appendix A.
- h) Request that the Board, and the Chairs of Audit & Governance Committee and the Overview & Scrutiny Committee, receive regular updates on all improvement action

The Mayor thanked Board members for their unanimous endorsement of the Improvement Framework and Independent Review of Governance and Ways of Working. The Board was putting considerable trust in the Interim Chief Executive, and he believed this to be the right thing to do.

The meeting adjourned from 11.58am to 12.05pm.

229. Change to the order of business

The Mayor exercised his discretion as Chair to vary the order of business from the published agenda to consider recommendations from the Transport and Infrastructure Committee before Councillor Fitzgerald needed to leave.

Part 5 - Transport and Infrastructure Committee recommendations to the Combined Authority

230. Active Travel (Cambridgeshire)

Professor Neely declared an interest in this item in that he was a member of the Greater Cambridge Partnership Board. He took part in the debate of the report, but did not vote. Minute 214 above also refers.

The Board's approval was sought for the drawdown of funding to support active travel measures in Cambridgeshire. Tranche 2 projects related to long-term measures to support walking and cycling. Following a cost review, it was identified that further funding was needed to complete the programme. There were currently 32 projects within the Active Travel programme. The recommendations before the Board were endorsed unanimously by the Transport and Infrastructure Committee at its meeting on 13 July 2022.

Councillor Boden commented that part of the discussion at the Transport and Infrastructure Committee had been around the challenges faced in relation to capital projects. Against that background, he asked about the resilience of the cost estimates in the report and whether there were any concerns that the problems experienced in relation to Tranche 1 might recur. Officers stated that Cambridgeshire County Council had provided their latest costs estimates for the projects and these were included in the report.

Councillor Bailey commented that the schemes were described as relating to Cambridgeshire, but that in her view they appeared to be focused on Cambridge. She asked whether those schemes being delivered by the Greater Cambridge Partnership (GCP) were also being funded by the GCP, rather than the CPCA, as she would find it difficult to support the recommendation without that information being available. She expressed frustration that the geography of East Cambridgeshire made it difficult to obtain active travel funding for the area and expressed the hope that the Mayor would lobby Government on this issue. Councillor Boden also expressed concern that the CPCA was being recommended to invest c£250k into active travel schemes within the GCP's area when the GCP had substantially greater resources already at its disposal. The Interim Head of Transport stated that officers would be reviewing the list of active travel schemes and processes with constituent council colleagues and partners to learn where improvements might be made. The Transforming Cities Fund which would be brought to the Board in August would include active travel and sustainable travel projects across the CPCA's geography, including in East Cambridgeshire and Fenland. Consideration was also being given to having an active travel advocate to look at the full range of CPCA projects, and conversations were taking place with Sustrans.

The Mayor noted that both the A10 and A14 BP Roundabout schemes were within East Cambridgeshire and emphasised the commitment of the Combined Authority and his own personal commitment to that area.

Councillor Nethsingha acknowledged the frustration around attracting support for active travel schemes in rural areas and shared the view that it would be helpful to lobby on this. However, she also wanted to move away from looking in isolation at particular schemes or geographic areas. The projects proposed were all Tranche 2 projects which would be delivered either by the County Council or by the GCP. There were constraints around the way Tranche 2 funds could be used, and the projects which would be delivered by the GCP would impact across a wider area than Cambridge City. On that basis she was content to support the proposals, although she would also want to see projects covering a wider geographical area in the future.

Professor Neely declared an interest in this item in that he was a member of the GCP Board representing the University of Cambridge. For that reason, he would refrain from commenting on the specific projects which it was proposed would be delivered by the GCP. He agreed that the CPCA should be looking at active travel schemes across the region, but noted too the challenges of high traffic levels in cities and urban areas and expressed reluctance to hold up a set of schemes that was already in progress to tackle this issue.

Ms Thomas reminded the Board of the four shared priorities of the CPCA, Integrated Care System (ICS) and local Health and Wellbeing Boards (HWBs) which included creating an environment to enable people to be as healthy as they could. She felt there should be a focus on how to get people more active and consideration of whether the schemes being proposed were those which actually maximised active travel or were those which could be most readily delivered. She suggested that the four shared priorities of the CPCA, the ICS and the local HWBs should be referenced in CPCA reports, and further suggested a focused piece of work around rural issues.

[Ms Thomas left the meeting at 12.24pm]

Councillor Williams commented that his own division was within a rural area and that this was true of many parts of South Cambridgeshire. These areas were also currently unable to attract active travel funding. His belief was that a modal shift would happen first in urban areas where population density was highest, so there was a need to deliver active travel options in those urban areas initially to maximise the impact of the funds available. Once this was established in urban areas like Cambridge City it could be progressed to more rural areas, but not everything could be done at once.

Councillor Conboy spoke of the Board's shared passion to do more in relation to active travel, including bringing forward schemes in more rural areas in the future. She did though also see merit in seeking to join up what was already there.

Councillor Fitzgerald shared the view that the underlying problem was that more money was needed to improve active travel schemes across the county. He questioned why the CPCA had not received more funding for this, and stated his belief that there was a need to be more ambitious in the schemes which were put forward.

Councillor Herbert commented that there was a need to take a CPCA-wide view of issues. The GCP had funded almost all of the projects within its area. The projects which had been put forward were deliverable, and he encouraged Board members with rural geographies to discuss with the Transport team how best to bring forward projects for those areas.

Councillor Bailey commented that she had no objection in principle to active travel projects in urban areas, but the GCP was explicitly funded to deliver this type of project and had substantial resources available to it to do so. She therefore proposed that the Board should agree the schemes contained in the report which would be delivered by Cambridgeshire County Council, but defer a decision on the schemes to be delivered by the GCP and seek more information on why these could not be funded by the GCP.

The Interim Head of Transport confirmed that the projects described in the report were all CPCA schemes which formed part of the overall package of Tranche 2 programmes across Cambridgeshire, but that some would be delivered by the County Council and some by the GCP. Informal feedback from Government on previous CPCA applications suggested the need for project proposals to be more innovative and ambitious. There was a need to build a pipeline of these types of schemes which might be funded a variety of ways. Officers confirmed that the deliverability of the schemes which would be delivered by the GCP would not be impacted if a decision on these was deferred to August.

Councillor Neely stated his intention to abstain from the vote, but noted the underspend on capital projects discussed earlier in relation to the budget monitor report (minute 219 above refers) and the feedback from Government that the CPCA was missing out on active travel funding because it was not delivering its current programme. Against that background the Board had now spent considerable time discussing the merits and possible deferral of a relatively small amount of funding for a recommended and deliverable project within its area.

On being proposed by Councillor Bailey, seconded by Councillor Boden, it was resolved unanimously by those present and voting to amend recommendation a) to:

- a) Approve the drawdown of the **relevant share of the £753,000** of Active Travel Funding from the Medium-Term Financial Plan to complete a programme of active travel improvements in Cambridgeshire, **as delivered by Cambridgeshire County Council**.

(additional text shown in **bold**)

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

- a) Approve the drawdown of the relevant share of the £753,000 of Active Travel Funding from the Medium-Term Financial Plan to complete a programme of active travel improvements in Cambridgeshire, as delivered by Cambridgeshire County Council.
- b) Delegate authority to the Interim Head of Transport in consultation with the Chief

Finance Officer and Monitoring Officer, to conclude a Grant Funding Agreement with Cambridgeshire County Council to enable work to progress.

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

231. Transport Model Replacement

The current transport model had been produced around 2013 and reflected the pre-Covid position. The use of different approaches raised issues around both consistency and costs, so it was proposed to develop a single transport model. The discussion at the Transport and Infrastructure Committee had welcomed the proposed shift in approach from the CPCA working unilaterally to an integrated partnership approach with constituent councils. The main risk was around gaining a good quality dataset to inform the new model. Officers would manage that risk by setting a number of trigger criteria. The recommendations before the Board were endorsed unanimously by the Transport and Infrastructure Committee at its meeting on 13 July 2022.

Councillor Boden supported the proposal, but highlighted the issue of the baseline and the need for data which was valuable and helpful to the CPCA. He emphasised the importance of getting the data right, and requested that Officers should not be constrained by the end of the 2023 financial year target if it would take a little longer to achieve that. Officers acknowledged the likelihood of a potential overrun on this timeframe to allow time to look at all transport movements in spring.

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

- a) Agree the change in delivery for a new transport model with Cambridgeshire County Council being commissioned to lead the delivery of the model on behalf of all partners;
- b) Agree the changes to the spending objectives for the initial transport model budget. Previously approved budget will now be committed to modelling activities of:
 - i. Collection of data to populate current and future transport models; and
 - ii. Preparation of a full business case for the design and build of a new transport model.
 - iii. Retention of residual to be put towards model development (together with additional funding identified within the 2022/23 MTFP).
- c) Note the future arrangements for the review of the model, full business case, and sign-off of medium term financial plan (MTFP) funds (subject to approval) at a future date.

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

232. Peterborough Electric Bus Depot

The existing Peterborough bus depot was surrounded on three sides by residential properties and offered insufficient space to accommodate the additional infrastructure needed to accommodate electric buses. It was recommended that alternative locations should be investigated in order to best meet current and future need and to offer equity of opportunity to a number of bus operators. The recommendations were considered by the Transport and Infrastructure Committee on 13 July 2022 and had been endorsed unanimously.

The Deputy Police and Crime Commissioner welcomed the ambition of the proposals, but questioned how long they might take to deliver. There was a significant crime issue in the area and any measures to help address this would be welcome.

Councillor Fitzgerald expressed the wish to move at pace on this, noting that it was not just the size and location of the current depot which was an issue but its unsuitability for the infrastructure needed to support electric vehicles. Peterborough City Council welcomed the joint work with CPCA officers which had taken place in relation to this scheme.

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

- a) Note the current position in relation to the Peterborough Bus Depot Relocation.
- b) Support the proposal to investigate alternative options for the provision of a bus depot in Peterborough.
- c) Agree a £40,000 drawdown from the £150,000 in the STA revenue budget, to progress this project in a timely manner.

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

233. A141 St Ives Outline Business Case

A number of studies had highlighted capacity challenges in the area. It was proposed that £6m should be released across 2022/23 and 2023/24 for the delivery of an outline business case on how these might best be addressed. The CPCA would work in

partnership with Cambridgeshire County Council to minimise costs and maximise efficiencies across the project. The recommendations had been discussed by the Transport and Infrastructure Committee on 13 July 2022 and had been endorsed unanimously.

On being proposed by the Mayor, seconded by Councillor Conboy, it was resolved unanimously to:

- a) Approve the release of £6m funding for the delivery of the Outline Business Case.
- b) Delegate authority to the Interim Head of Transport and Chief Finance Officer to enter into Grant Funding Agreements with Cambridgeshire County Council.

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

234. East Anglian Alternative Fuels Strategy (EAAFS)

The East Anglian Alternative Fuels Strategy (EAAFS) would form part of the work undertaken by the CPCA to mitigate against climate change. Subject to the Board's agreement, the next step in the process would be open the strategy to public consultation. This proposal had been endorsed unanimously by the Transport and Infrastructure Committee on 13 July 2022.

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

Approve a six-week public consultation on the EAAFS.

[The meeting adjourned from 1.12 to 1.34pm]

[Councillor Fitzgerald left the meeting at 1.12pm]

235. Climate and Strategy Business Cases July 2022

This key decision report was added to the Forward Plan on 19 July 2022 under general exception arrangements.

The project proposals before the Board had been subject to an evaluation which had involved them being scored against the six capitals approach, evaluated for affordability and approved by the CPCA's internal policy and resources committee and they were compliant with the Treasury's Green Book approach to project selection.

Councillor Boden spoke of the longstanding concerns around soil condition in the Fens and the age of the data that was available. It was appropriate that the local farming community was engaged in this discussion, but his impression was that some members

of that community did not feel that their views were being represented and this was something which he planned to explore further. Questions around independence had been raised in relation to partnerships with large business interests in the area, and whilst he would not object to the report proposals this was something which he would want to look at in more detail. The Strategic Planning Manager stated that the engagement process was designed to capture the voices of the farming community, business and academics and offered to assist with following up these points outside of the meeting.

Councillor Conboy endorsed the Huntingdon Biodiversity For All project and voiced her wish to see the learning from this shared across the CPCA area.

Councillor Bailey asked that Officers review the wording in 2.2.3 and 2.2.4 for future reports as she felt this was not entirely accurate in relation to the bids made by East Cambridgeshire District Council and Fenland District Council. Reference was also requested to the change in process halfway through which meant that some bids were not progressed.

The Mayor stated that he had been involved in a recent walkover of Fens farmland and had been profoundly impressed by the passion and ambition of the members of the farming community he had met there and their level of engagement.

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

- a) Approve the Business Case for the Huntingdon Biodiversity For All project and approve £1.2m CPCA capital investment and £150,000 revenue from subject to approval line in the MTFP.
- b) Approve the Business Case for the Fenland Soil project and approve drawdown of £100,000 from the subject to approval line in the MTFP for Climate Commission.
- c) Note the progress of the Waterbeach Renewable Energy Network project

[Professor Neely left the meeting at 1.44pm]

236. Shared Prosperity Fund Investment Plan

The final draft of the Cambridgeshire and Peterborough Shared Prosperity Fund (SPF) Local Investment Plan had been developed collectively and at pace with local authority partners including the Cambridgeshire Public Service Board (CPSB) during the previous two months. It was focused on social and economic investment with an indicative allocation of c£9.8m to the CPCA. A six capitals analysis had been applied to deliver outcomes to areas of highest need across the Combined Authority's geography. The Skills Committee and the Business Board had also been consulted.

Councillor Boden expressed his thanks to the Mayor for his personal intervention in relation to the Fenland element of the proposals which had allowed the Board to move

forward collectively. He requested a note outside of the meeting on the needs assessment in relation to Multiply and the geographical split.

Councillor Bailey commented that the SPF settlement was not great and that there was a need to maximise its use. Officers stated that an independent appraisal would be carried out across the projects which would focus on value for money and meeting the SPF criteria. Discussions would also take place with partners around how it would be delivered. A collaborative approach would be taken, and Officers would speak to local authority partners if problems were identified with any of the projects.

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

- a) Approve the final draft Cambridgeshire and Peterborough Local Investment Plan.
- b) Delegate authority to the Chief Executive Officer in consultation with the Chief Finance Officer and Monitoring Officer to make minor final refinements to the Local Investment Plan and to submit that final version to the Department for Levelling Up, Housing and Communities before the 1 August 2022 deadline.
- c) Delegate authority to Chief Executive Officer in consultation with the Chief Finance Officer and Monitoring Officer to make amendments to the Local Investment plan based on any feedback from the Department for Levelling Up, Housing and Communities and after consultation with the Cambridgeshire Public Service Board.

237. North Cambridgeshire Training Centre Infrastructure Funding

The Board's approval was sought for a business case for additional infrastructure works relating to the North Cambridgeshire Training Centre (NCTC) and the award of a grant of £347k from the Transforming Cities Fund. This would enable access from the A141 junction in Chatteris to the new NCTC. A comprehensive transport assessment of this proposed mitigation had been undertaken with Metalcraft Ltd, the project lead, and Cambridgeshire County Council as the local Highways Authority. The original project plan had envisaged minimal works being required as there was an existing junction, but it had subsequently become clear that modifications were needed in relation to safety. Based on a review of the project with partners, transport modelling data and additional contingency funding of 10% which had been made available by Metalcraft Ltd the Business and Skills team was satisfied that the business case for the scheme remained strong.

Councillor Conboy welcomed confirmation that learning from other projects was being applied in this case.

Councillor Williams asked whether the NCTC would be served by public transport. Officers confirmed that this would be the case, and that the education provider was drawing up a transport plan for the site.

Councillor Boden expressed his thanks to the Mayor and to the CPCA for their

continued support for this project. The delays around the project and the late identification of the need for this additional mitigation was a matter of regret, but he was pleased to see the project progressing. He judged that a nimble response would be needed if different or additional training needs were identified in the future and sought confirmation that the Mayor would support these if needed. The Mayor stated his expectation that the Board would want to support the skills agenda.

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

- a) Approve the Business Case for North Cambridgeshire Training Centre additional Infrastructure works and approve £347,000 Grant from the Transforming Cities Fund.
- b) Note formal commitment by project Lead to increase outputs by at least 10% across all learners using the centre per year until 2030 secured by a revised grant funding agreement.
- c) Seek a financial contribution from Metalcraft towards the infrastructure costs.

238. Cambridgeshire Peterborough Growth Company Limited (Growth Co) Allotment of New Shares to the Combined Authority

The Combined Authority Board had, on the recommendation of the Business Board, authorised the investment of £400k of recycled local growth funds into Growth Co. Approval was now sought for Growth Co to issue £400k of shares to the CPCA. Officers confirmed that the investment in Growth Co represented base capital and that this was part of the full business case.

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

Give approval to the Cambridgeshire Peterborough Business Growth Company Limited (Growth Co) to issue 400,000 additional £1.00 shares to the Combined Authority in return for investment of the £400,000 of Recycled Local Growth Fund.

Part 6 - Business Board recommendations to the Combined Authority

239. Members were reminded that when the Combined Authority Board took decisions as the Accountable Body for the Business Board it was committed to acting in line with the CPCA's assurance framework in the interests of the Cambridgeshire and Peterborough area as a whole, and to taking decisions based on the recommendations of the Business Board.

240. Growth Works Management Review July 2022

The report set out Growth Works programme performance for Q6, which covered the period from 1 April to 30 June 2022. The overall progress was solid with job outcomes and apprenticeships ahead of profile, although there was a close focus on coaching as this was part of the revenue underspend on growth. Grant offer letters were on track, but the receipt of claims from businesses that had completed their training was below profile. A six-month cycle had been anticipated for this process, but currently it was taking around eight to nine months. There were 18 months of the programme remaining, and the Senior Responsible Officer for the Business Growth Service remained confident that all grants would be fulfilled.

The Mayor expressed his thanks to Nigel Parkinson, the Chair of Cambridgeshire and Peterborough Growth Co., for making himself available to the Board to answer questions if needed.

The Board resolved to:

Note the Growth Works programme performance up to 31 May 2022 (Q6 is April 2022 to 30th June 2022).

Part 7 - Governance Reports

241. Member Officer Protocol

The Board had agreed at its Extraordinary meeting of 20 May 2022 (resumed on 8 June 2022) to follow the principles set out in the draft Member Officer protocol pending its formal adoption following review by the Audit and Governance Committee.

The Audit and Governance Committee (A&G) had reviewed the draft protocol on 30 June 2022. The Committee recommended that an additional element should be added in relation to Members' use of email addresses, that a social media protocol should be developed, and that the Member Officer protocol should be reviewed within six months of its adoption.

Board members expressed their thanks to A&G and to the Interim Head of Governance for their work in relation to the Member Officer protocol.

Councillor Boden commented that Members had a democratic right to voice legitimate concerns in relation to CPCA business, and that he would be concerned if the provisions around maintaining the reputation of the CPCA should be seen to infringe on that right. He welcomed the decision not to require Members to adopt a CPCA email address, commenting that it was his understanding that all elected Members had official email addresses with their home Authorities. Councillor Boden described difficulties he experienced opening some CPCA documents sent to his official Fenland District Council email address and officers undertook to raise this issue with the IT team.

Councillor Herbert voiced his support for the principles set out in the Member Officer protocol. He too had on occasion experienced CPCA documents being rejected by his official Cambridge City email address and would welcome this being explored and a

simple solution identified. Councillor Herbert emphasised the importance of respecting confidentiality, commenting that he had felt undermined as a Chair when the content of confidential meeting documents had been leaked. He spoke of the importance of mutual respect and of improving relationships between Members as well as between Members and Officers. The recent months had been a difficult time for the CPCA's staff, and he thanked Officers for their work.

Councillor Nethsingha commented that many of her County Council emails were forwarded to her personal email account. The County Council's information governance team were comfortable with this arrangement so she hoped the same would be true for the CPCA, but she would like this confirmed. Councillor Bailey commented that District Council emails were forwarded to her personal email account. This was not popular with her own Authority, but she had found signing into multiple email accounts unworkable. The Interim Head of Governance undertook to clarify baseline CPCA security requirements around the use of email, and to confirm whether email protocols approved by constituent councils were considered to meet CPCA email security requirements.

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

- a) Agree the Member Officer Protocol attached at Appendix A for adoption into the Constitution.
- b) Note the intention to review the Protocol within 6 months.
- c) Note the intention to develop a Social Media Protocol to support the Member Officer Protocol.

242. OneCAM Ltd Audit Report

The Independent Chair of the Audit and Governance Committee had been invited to join the meeting for this item, but was away. At the Board's previous meeting, Mr Pye had mentioned the lack of clarity around a process for referring matters to the Audit and Governance Committee for consideration. Officers had subsequently confirmed that this would be considered as part of the review of the Constitution that would be taking place as part of the response to the Improvement Framework.

The Mayor expressed his thanks to the Independent Chair of the Audit and Governance (A&G) Committee and to committee members for their thoroughness and diligence in reviewing the issues raised.

The report was introduced by Anna O'Keefe, Senior Manager at RSM UK Risk Assurances Services. RSM UK was commissioned by A&G to carry out an independent audit of governance and decision-making following the cessation of the OneCAM project in response to a request from two members of the Combined Authority Board.

Ms O'Keefe stated that RSM UK had carried out an advisory review with a specific scope. No evidence was found that the decision to terminate the OneCAM project was not carried out in line with the Combined Authority's Constitution or the Shareholder Agreement of OneCAM Ltd. A timeliness issue was identified in relation to the decision taken in May 2021 to terminate task orders where Members were not briefed until 2 June 2021. The officer decision notice (ODN) was then not reported at the Board's next meeting on 30 June 2021, but at the following meeting on 28 July 2021. A few actions had been identified which would be incorporated into the planned review of the Constitution.

Councillor Bailey commented that she was one of the two Board members who had asked A&G to look into this matter. She expressed herself to be astonished that no finding of a conflict of interest had been made in relation to decisions made by an Officer who was both a joint chief executive of the CPCA and a co-director of OneCAM Ltd. In this particular case the desired outcomes of both the CPCA and OneCAM Ltd were the same, but she felt it was wrong that an Officer had been placed in this position. Councillor Bailey stated her wish to be clear that she placed no blame on the individual concerned, but was critical of the position in which they had been placed. She judged this to be a clear case of a conflict of interest, and she was very concerned that neither A&G or the independent auditor had identified it as such. She commented that the decision to cease task orders had been widely reported before the ODN was completed, and she asked that these issues should be taken back to A&G. Whilst the Officer concerned may have consulted others, they took the decision themselves. In her judgement, this decision should have been tasked to a deputy and she would like A&G to consider this point also. Ms O'Keefe stated that the independent review had been carried out to the scope agreed. They were satisfied in terms of the decision that was made that there was no conflict of interest, but the review had not looked at the possibility of wider conflicts of interest due to the way that OneCAM Ltd had been set up, or any other subsidiary companies.

Councillor Nethsingha expressed the hope that an Officer would never be placed in such a position in the future.

The Mayor stated that whilst the signing of the ODN had been done by a single Officer, there had been more than one person involved in the decision to move towards the position reflected in the ODN. His observation at the time was that the people who had come together from different parts of the OneCAM organisation had taken the decision themselves, and that this had been done for what they thought were the best reasons, for the public purse and their own organisation.

The Deputy Monitoring Officer stated that the process for referring matters to the Audit and Governance Committee would be clarified as part of the planned review of the Constitution. The concerns expressed in the meeting, including around potential Officer conflicts of interest, would be raised with the Audit and Governance Committee.

It was resolved to:

- a) Note the One CAM Audit Report.
- b) Note the key findings and actions in the report.

243. Performance Report

An exempt appendix to the report which was not listed on the face of the published report was circulated electronically to Board members on 21 July 2022 with the agreement of the Deputy Monitoring Officer. This appendix was exempt from publication under Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended, in that it would not be in the public interest for this information to be disclosed - information relating to the financial or business affairs of any particular person, including the authority holding that information. The public interest in maintaining the exemption was deemed to outweigh the public interest in publication. The Mayor asked whether any Board member wished to discuss the exempt appendix. No Member expressed the wish to do so.

New performance indicators had been developed as part of the Sustainable Growth Ambition Statement, and these new indicators would be brought to the Board in September. The previous RAG ratings had been refined following the identification of some clear optimism bias and these were subject to internal review on a monthly basis. The risk audit report would be considered by the Audit and Governance Committee at its meeting later in the week, and work was underway to look at risk in more detail.

It was resolved to:

Note the latest performance report.

244. Calendar of Meetings 2022-23

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

Approve the Calendar of Meetings for 2022/23 (Appendix 1).

245. Annotated Forward Plan July 2022

Councillor Bailey asked when proposals around the future shape of the Housing team would be brought to the Board as she was unsure of the team's current role and considered the matter to be urgent. Councillor Herbert, Lead Member for Housing and Chair of the Housing and Communities Committee (H&CC) stated that this had been discussed at the H&CC's July meeting. It was hoped that a further update on progress and future arrangements would be brought to the Committee's next meeting. However, it was right that this work was taken forward in the context of the wider review of the CPCA committee structure which would be taking place as part of the response to the Independent Review of Governance and Ways of Working which would be considered by the Board in the autumn. The modelling of the housing budget would also need to be reviewed during the next few months.

The Interim Chief Executive stated that this was amongst the issues around internal structures currently being considered. He had spoken to the Director of Housing and Development, but had nothing to add at this stage around the detail.

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

Approve the Forward Plan for July 2022.

(Mayor)

	Question from:	Question to:	Question:
1.	Roxanne De Beaux Executive Director, Camcycle	Mayor Dr Nik Johnson	<p>We are pleased to see that the Combined Authority is looking to progress more Active Travel tranche 2 schemes across our region with the additional funding needed and we urge the board to support the drawdown of these funds.</p> <p>However, the progress of tranche two further highlights the failed bid for £6 million for Tranche 3 of Active Travel funding from the Department for Transport and what could have been achieved with that extra funding.</p> <p>Can the Combined Authority share more information about why the bid was unsuccessful and advise how the Combined Authority, along with the support of Camcycle and our partner organisations including Peterborough Cycle Forum, Ely Cycling Campaign, Milton Cycling Campaign and Hunts Walking and Cycling Group will ensure that the bid for Tranche 4 Active Travel Funds is successful.</p> <p><i>Supplementary question/ comment:</i></p> <p>Making progress on this the sooner the better would be great.</p>
	Response from:	Response to:	Response:
1.	Mayor Dr Nik Johnson	Roxanne De Beaux Executive Director, Camcycle	<p>Thank you for your offer of help.</p> <p>The Combined Authority is committed to improving the active travel offer across Cambridgeshire and Peterborough. We are currently awaiting detailed feedback on why we did not secure the funding through Tranche 3. When this information becomes available the Combined Authority will be working with partner organisations to</p>

	Question from:	Question to:	Question:
			<p>ensure that the lessons are learned ahead of the next round of funding bids.</p> <p>The Combined Authority is looking to engage with active travel interest groups, such as Camcycle, to improve our work in this area. This includes the implementation of a clear governance process to ensure that active travel needs are thought about proactively. We will be looking to employ an active travel advocate and explore the potential to establish an independent active travel scrutiny group that will examine future funding opportunities and ensure these have a strong alignment to the strategic direction outlined in our Local Transport and Connectivity Plan.</p> <p><i>Response to supplementary question/ comment:</i></p> <p>I agree.</p>



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Agenda Item No. 1.4

Cambridgeshire and Peterborough Combined Authority: Minutes

Date: Wednesday 31 August 2022

Time: 10.01am – 3.45pm

Venue: Red Kite Room, New Shire Hall, Alconbury Weald PE28 4YE

Present: Mayor Dr Nik Johnson

Councillor A Bailey – East Cambridgeshire District Council, Councillor C Boden – Fenland District Council, Councillor W Fitzgerald – Peterborough City Council, Councillor L Herbert (Statutory Deputy Mayor) – Cambridge City Council, Councillor L Nethsingha (Non-Statutory Deputy Mayor) – Cambridgeshire County Council, A Plant – Chair of the Business Board (to 11.37am), Councillor T Sanderson (to 3.28pm) and Councillor B Smith – South Cambridgeshire District Council

Co-opted Members: Councillor E Murphy – Fire Authority, D Preston – Police and Crime Commissioner and J Thomas – Integrated Care Partnership (to 11.37am)

Apologies: Councillor S Conboy (substituted by Councillor T Sanderson)

Part 1- Governance Items

246. Announcements, Apologies for Absence and Declarations of Interest

The Mayor welcomed Alex Plant to his first Board meeting since his appointment as the Chair of the Business Board, and referenced the wealth of experience across both the public and private sectors which he brought. He also placed on record his thanks to Professor Andy Neely for discharging his duties as the Acting Chair of the Business Board so ably prior to Mr Plant's appointment. Professor Neely would remain the Vice Chair of the Business Board, and the Mayor welcomed the retention of his expertise and insight in this important role.

Mark Parkinson, Interim Director of Corporate Services, and Angela Probert, Interim Programme Director Transformation were welcomed to their first Board meeting as observers.

The Mayor stated that an additional report titled Multiply: The Approach to Programme Delivery had been added to the published agenda under the special urgency arrangements set out in the Constitution. This would be considered as the first substantive item of business.

Apologies for absence were reported as recorded above.

Councillor Boden declared an interest in Item 1.4: Public Questions, as a Cambridgeshire County Council appointed Trustee of FACT, which provided the No.68 bus route in Wisbech.

247. Minutes – 27 July 2022

The public minutes of the meeting on 27 July 2022 had been published with the meeting agenda. The full minutes of the meeting were exempt from publication under Part 1 of Schedule 12A of the Local Government Act 1972, as amended, in that it would not be in the public interest for this information to be disclosed - information relating to an individual; information which was likely to reveal the identity of an individual; and information relating to the financial or business affairs of any particular person, including the authority holding that information. The public interest in maintaining the exemption was deemed to outweigh the public interest in publication.

Councillor Boden commented that he had raised a concern in relation to minute 226 in advance of the meeting with the Interim Chief Executive. In his view, the minutes were actively different from what was said at the meeting. He had reviewed the recording of the meeting and asked if a report could be brought back to this Board meeting. The Mayor had responded that he was happy for it to come back to the Committee at the end of next month. However, the minutes had been changed to say the Mayor agreed that a report could be taken to the next meeting of the Transport and Infrastructure Committee which was the following month, and the words 'if the service was to be terminated' had been put in. He had spoken to the Interim Chief Executive already, but wanted it on the record for the Interim Chief Executive to check how the minutes got changed so significantly from what was said. It was really important that the Board had confidence in the integrity of the minutes produced. It was also a shame as he had advised members of the public that the Route 68 campaign would be discussed this month based on what the Mayor said at the previous meeting, which was why a number of individuals were present. He was not suggesting that the Democratic Services Officer had been in any way responsible for this because it was not just an error and the minutes were not supposed to be a verbatim record.

The Interim Chief Executive stated that this was a fair question. He was happy to go back and look at the recording of the meeting and check the process for the production of the minutes. The Mayor stated that the minutes of 27 July 2022 would be reviewed against the recording of the meeting.

Councillor Bailey said that she wished to raise again her comment from the previous meeting in relation to the exempt minutes of the Extraordinary meeting of the Board on 20 May 2022. In her view this was a similar issue to the one suffered by Councillor

Boden, in that she had explicitly asked for something to be minuted and it had failed to be so. The Mayor stated that the Board would need to move into private session to discuss exempt minutes and that this would happen at the end of the meeting.

Councillor Herbert commented that in his view trying to link one issue to another was irrelevant, and that he felt it would have been more appropriate to raise this when the Board was able to talk about it.

Councillor Boden commented that if the Board was talking about the integrity of the minuting process, he did not believe it to be inappropriate for it to be mentioned and dealt with by the Interim Chief Executive.

Councillor Nethsingha commented that in her view the parallel which Councillor Bailey had drawn between her comment and the comment by Councillor Boden was incorrect because no recording existed for the meeting that was held in private session.

The Mayor stated that the meeting recording could always be reviewed if Members felt that they had not been fairly represented. He felt that the minutes were accurate most of the time. On this occasion, a Member had pointed out something they wanted changed and the accuracy the minute would be reviewed at their request.

The minutes of the meeting on 27 July 2022 were deferred to 21 September 2022 for approval.

The Action Log was noted.

248. Petitions

No petitions were received.

249. Public questions

Three public questions were received from Councillor S Hoy, Cambridgeshire County Councillor, Fenland District Councillor and Leader of Wisbech Town Council; Councillor B Hunt, East Cambridgeshire District Council; and G James, local resident. Copies of the questions from Councillors Hoy and Hunt had been published on the meeting webpage. Mr James' question had not reached the Deputy Monitoring Officer in advance of the meeting, but the Mayor exercised his discretion as Chair to accept it and offered a written response.

A copy of the questions and the Mayor's response are attached at Appendix 1.

Part 2 – Combined Authority Decisions

250. Multiply – The Approach to Programme Delivery (KD2022/052)

This key decision report was added to the meeting agenda after publication in accordance with the special urgency arrangements set out in the Constitution. Notice of use of these arrangements was published on the Combined Authority website on 30 August 2022 and copies of the report and its appendices were circulated electronically to Board members and published the same day.

Reports on the Multiply programme had been brought before the Board in June 2022 and the Skills Committee in July 2022. The proposals contained in this latest report had been due to be considered by the Skills Committee on 5 September, with recommendations going forward to the Board later that month. However, the Department for Education had since given notice that the grant agreement must be completed and signed by the end of the current week if payment was to be made in September, and so the decision had been brought direct to the Board. Multiply was part of the UK Shared Prosperity Fund. The proposed funding allocations were set out in Appendix 1 to the report and the formula used drew on the previous performance of providers.

Councillor Boden expressed concern that the proposed geographical allocation of funding seemed biased away from the areas of greatest need, although he commented that he did not have a detailed knowledge of the organisations concerned and there had been little time to look at the proposals in detail. He asked whether calculations could be done before the Skills Committee meeting to ensure that this money would be directed to the areas with greatest need.

Mr Plant asked that delivery should be matched as far as possible with issues in the labour market, and suggested involving employers in this. Officers stated that one point of focus would be in-work numeracy skills, and confirmed that there would be liaison with employers on this.

Councillor Herbert suggested that there was a need to evidence the impact of interventions. He spoke of the positive work already being done, and asked whether there was scope to reallocate funding or include other partners to those listed to make sure these were not missed. Officers confirmed that this was possible, and that there was an opportunity each year to reflect on programme delivery so far and the future programme.

Councillor Bailey asked whether there was any data behind why some areas had experienced a greater decrease in the number of learners and the reasons behind this. Officers offered a written response outside of the meeting.

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

- a) Accept the Multiply grant funding of £3,999,186 from the Department for Education and approve the creation of a new budget line in the Medium-Term Financial Plan (MTFP) for 2022/23, 2023/24 and 2024/25 financial years as per Table A in Appendix 1 to this report, subject to receipt of the grant funding offer letter from the DfE.

- b) Delegate authority to the Interim Associate Director of Skills, in consultation with the Chief Finance Officer and Monitoring Officer, to commission, enter into and sign grant funding agreements and contracts for services to the providers listed in Tables D and E in Appendix 1 to this report for 'on-menu' delivery and further allocations for 'off-menu', subject to receipt of the grant funding agreement.
- c) Approve the funding allocations to Further Education colleges, local authority Institutes of Adult Learning and procured Independent Training Providers (ITPs), subject to receipt of grant funding from the DfE.
- d) Approve the approach to programme management of Multiply and note the analysis of numeracy levels in the sub-region.

251. Green Home Grant LAD2 (KD2022/039)

The Green Homes Grant Local Authority Delivery (LAD2) programme funding had been awarded in February 2021. There was now a need to reconcile the scheme for a final report to BEIS. The barriers to delivery which had been experienced were not unique and had been experienced elsewhere. The learning from LAD2 would bring benefits for future schemes and would also benefit the supply chain. Delivery would continue, but the upper end forecast of c£24m was considered unlikely. There was a need to maintain improvement to support future schemes.

Councillor Nethsingha commented that all Board members were saddened that the scheme had not achieved more than it had. She was grateful to officers for providing clarity around what could be achieved, and spoke of the responsibility to return the funds which could not be spent so that these could be re-used. The scheme's aims were important in the context of the cost of living and the need to improve energy efficiency, and it was disappointing that more had not been achieved.

Councillor Smith shared this disappointment. Looking ahead, she would want the CPCA to be having discussions about what could be done around the retrofit of housing stock outside of Government initiatives. The Mayor spoke of work with the Business Board and local businesses.

Councillor Boden agreed that the position in which the CPCA found itself was regrettable. He felt that other parts of the country did not seem to be experiencing these problems and that this impacted on the CPCA's reputation with Government, with the likelihood that even more money would be given back than was suggested. He referenced the vacancies within the organisation which he judged made it difficult for it to achieve its core functions, and felt that there was a disappointing lack of introspection and understanding of the CPCA's performance in comparison to other areas.

Mr Plant noted that the CPCA was administering the scheme on behalf of many local authorities across the south east, and asked how much of the returned monies applied to the Cambridgeshire and Peterborough area. The Mayor stated that the report referenced a reduction of less than £2m across Cambridgeshire and the local authorities that constituted the Combined Authority's area, but that this was still too much. He shared the frustrations and reservations which had been expressed and

commented that there were undoubtedly issues around capacity within the organisation at a senior level, but the CPCA now had the benefit of a world-class Interim Chief Executive in addition to the Interim Consultant at the Net Zero Hub, who was well respected by BEIS. The problem was slowly being turned around, and there was introspection and learning looking toward getting a pipeline of work and making sure people were being trained up in the local area. The CPCA may have been overly ambitious on this occasion and looking back it was a mistake, but there was introspection and learning to be taken from this.

Councillor Bailey noted that Lord Callanan's letter suggested that the Treasury might prefer removing delivery from the Greater South Eastern Net Zero Hub to a more centralised delivery model. Officers stated that nothing further had been received since that letter in relation to future funding or the routes for it, although the position might become clearer once the new Prime Minister took up office. No formal notification had been received yet around the bidding or delivery mechanisms for the next round of funding. Work was continuing to build the supply chain, to stay close to BEIS and to build trust and become established as a trusted delivery partner. It was understood that consortia bids might be allowed, either through direct funding or via a hub. There were now 32 installers appointed from the dynamic purchasing framework compared to 11 in June, showing an upturn in the supply chain.

Councillor Herbert spoke of the improvement plan which would be brought to the Board in September and looking at the issue of taking on these large projects. There was a lot to learn, but in his judgement when the Combined Authority spent money it was careful how it did it.

Councillor Smith commented that there was a climate change crisis. Baroness Brown had raised the issue of keeping homes cool as well as warm, and she judged there was a need to look at both of these factors in retrofitting housing stock.

On being proposed by the Mayor, seconded by Councillor Herbert, it was resolved by a majority to:

- a) Note the ongoing work with BEIS to manage the recovery plan for the Green Homes Grant (LAD2 programme) and the revised forecast covering the scheme extension by an additional three months to complete installations by 30 September 2022.
- b) Approve the return of additional underspend to BEIS of £33.35m that is detailed in an MOU variation attached as Appendix 1.
- c) Delegate authority to the Interim Chief Executive, the Monitoring Officer and the S73 Officer to return any remaining unspent capital funds at scheme end in line with the revised MOU and scheme conditions.

252. Sustainable Warmth Budget (KD2022/049)

Sustainable Warmth was a successor scheme to LAD2 and represented another phase of delivery. Funding had been granted in January 2022, with the delivery phase ending

in March 2023. A much smaller number of local authorities were involved in this scheme in comparison to the Green Home LAD2 scheme (minute 251 above refers), and none of the Combined Authority's constituent councils were involved in this scheme. Supply chain issues from LAD2 had led to delays to the start of the Sustainable Warmth scheme which had led to complaints. A mid-point review had been submitted to BEIS and some LAD2 referrals would migrate to this scheme, but the delivery phase had not yet really started. Work had been done to appoint more suppliers, but it would not be possible to spend all of the money available in the required timescale. The current forecast spend was between £25m - £55.8m, although currently due to the slow start it looked more likely to be at the lower end of that range. The governance arrangements were being reviewed with the CPCA. Officers advised that it was important to continue these schemes to build the delivery capacity of the Hub and to grow steadily, keep delivery going and build the relationship with BEIS to develop the trust of the supply industry.

Councillor Boden described the numbers referenced in this report and the one preceding it as desperate, and commented that these may not yet be the worst-case scenario. Of the c£200m originally allocated, it might be that more than 75% would need to be returned. It went without saying that lessons must be learned, but what was also important was how the CPCA maintained and improved its relationship with BEIS and with central Government with this level of failure to deliver. He was also concerned that what was happening with this scheme should not impact on the Business Board's credibility with Government. He asked what could be done proactively in relation to damage limitation, particularly in relation to future Business Board funding, and expressed the view that it was essential to do something to repair credibility with Government. Officers stated that reputation with Government was based mainly around evidence of delivery, and that this was improving. The other side was relationship-building. The previous two months had been spent rebuilding the relationship with senior officials and ministers at BEIS, and their perception was that they were being heard more clearly now than before. Significant to this was the fact that LAD2 was now starting to deliver and there was a growth trajectory which would carry on through the sustainable warmth programme.

Councillor Bailey asked whether it was possible to use third-party public sector delivery partners, if this had been done and the outcome. Officers stated that this was an option to all LAD2 delivery partners and was also an option in relation to Sustainable Warmth, but that only one local authority consortia in Surrey had pursued this option. In relation to Sustainable Warmth, the Hub was acting on behalf of those local authorities without capacity to bid themselves or self-deliver.

Mr Plant welcomed the work being done to build confidence with the Treasury, DLUHC and BEIS. He understood this was part of a much wider programme and that the quantum of return for Cambridgeshire and Peterborough was negligible. He questioned how the issues which had been identified in relation to supply chains would be avoided going forward and commented that there was an obvious interplay with the Business Board and that it would be good to have a wider conversation around procurement confidence at an appropriate point. Officers confirmed that there was zero impact on the CPCA constituent councils in relation to this funding, and no impact locally. Lessons would be learned around procurement, getting suppliers to commit to frameworks and demonstrating a process for them to bid. Suppliers were being

referred all the time and this was welcomed. A lot of work was being done around supply chain development. Businesses were looking for longer term schemes to support their growth and development and officers were working with the CPCA skills team in relation to this.

Councillor Nethsingha commented that the report referenced some of the other work the CPCA was doing in relation to addressing supply chain issues, working in conjunction with local further education providers to take a long-term approach to growing the skills needed. She was grateful that Fenland District Council and other constituent councils were using some of their LUF money to support these projects.

Councillor Smith sought clarification around governance arrangements and the mechanism around making expenditure decisions. Officers stated that the CPCA was a participant in LAD2. The grant funding agreement went through the CPCA, so there was a route for making decisions although it was not particularly quick. The added complexity now was that the CPCA had the funding for Sustainable Warmth but was not a participant in the scheme, so work was in hand to look at delegations to address this. With LAD2, governance had been delivered through updates to the Hub Board and decisions by the Combined Authority Board. With the Sustainable Warmth scheme, the more manageable numbers involved could be broken down to establish a different governance structure. The Mayor stated that the Board would come back to this.

On being proposed by the Mayor, seconded by Councillor Herbert, it was resolved by a majority to:

- a) Note the ongoing challenges and work to manage the recovery plan for the Sustainable Warmth project and the revised forecast covering the scheme to complete installations by 31 March 2023.
- b) Approve the return of underspend to BEIS of £62,619,025 that is detailed in an MOU variation attached as Appendix 1.
- c) Delegate authority to the Interim Chief Executive and Monitoring Officer to return any remaining unspent capital funds at scheme end in line with the original MOU and scheme conditions.
- d) Approve the establishment of a Sustainable Warmth (Retrofit) project board, based on the outline structure in this paper and delegate authority to the Interim Chief Executive, in consultation with the Lead Member for the Environment and Climate Change, Chief Finance Officer and Monitoring Officer, to agree terms of reference.

253. Changing Futures

The Changing Futures programme would follow a number of principles to create an improved approach for adults experiencing multiple disadvantage. Cambridgeshire County Council (CCC) would be the Accountable Body. All members of the

Cambridgeshire Public Service Board (CPSB) had been asked to provide a similar level of funding, and all except two had agreed.

Councillor Herbert spoke of the importance of this work. Leaders had met to discuss this a year ago and its relevance extended into the areas covered by the Police and Crime Commissioner and Health Service partners. Those experiencing multiple disadvantage had dropped through the net, but new solutions were emerging such as the housing pods in Wisbech and South Cambridgeshire. The organisation chart for the Changing Futures team included a lot of roles for part of an employee's time and he asked how robust this would be. Officers stated that the programme was being delivered by CCC, but they understood that the team would comprise a mixture of full and part-time roles with additional people brought in to support particular specialisms.

Ms Thomas voiced her support for the proposals, but emphasised the importance of measuring outcomes. She noted that some CPSB partners were offering financial support while others were offering other resources.

The Mayor spoke of the importance of working collaboratively with the Integrated Care Partnership, the police and other key partners on this issue. The relationship between digital exclusion and health inequalities was also being examined.

Councillor Bailey expressed her support for the proposal and welcomed the inclusion of skills as part of an holistic approach to supporting those experiencing multiple disadvantage.

Councillor Boden expressed his support for the proposals, and agreed that measuring outputs would be a key part of the process. However, on a wider point, he questioned whether it was appropriate for a fairly uncontentious decision involving a relatively small sum of money to be considered by the Board rather than an Executive Committee. In his judgement there was a need to focus the Board's time on projects needing greater input or of higher value.

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

Approve the allocation of funds from the corporate response fund of £60,000 per annum for three years (2022-2025, total £180,000) in support of the collaborative Changing Futures project to Cambridgeshire County Council - the accountable body.

Part 3 - Governance Reports

254. Forward Plan

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

- Approve the Forward Plan for August 2022.

Part 4 – Exempt Matters

255. Exclusion of the Public and Press

On being proposed by the Mayor, seconded by Councillor Smith it was resolved unanimously:

That the press and public be excluded from the meeting on the grounds that the following reports contained exempt information under Part 1 of Schedule 12A the Local Government Act 1972, as amended, and that it would not be in the public interest for this information to be disclosed. That was, information relating to an individual; information which was likely to reveal the identity of an individual; and information relating to the financial or business affairs of any particular person (including the authority holding that information). The public interest in maintaining the exemption was deemed to outweigh the public interest in its publication.

The meeting adjourned at 11.37am and resumed in private session at 11.50am.

256. Change to the order of business

257. EXEMPT Employment Matters

258. EXEMPT Employment Matters Part 1

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

1. In relation to Paul Raynes, Director of Delivery and Strategy:
 - a) Approve Recommendation 1a.
2. In relation to interim arrangements:
 - a) To note the proposals set out in this report regarding cover arrangements for Director Delivery & Strategy (6.1.2).

258. EXEMPT Employment Matters Part 2

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

1. In relation to Robert Parkin, Chief Legal Officer (Monitoring Officer):

a) Approve recommendation 1a.

2. In relation to interim arrangements:

a) To note the proposals set out in this report regarding cover arrangements for Chief Legal Officer (Monitoring Officer) (6.1.2).

[Councillor Sanderson left the meeting at 3.28pm]

259. EXEMPT Minutes of the Extraordinary meeting of the Combined Authority Board 20 May 2022

The minutes of the meeting on 20 May 2022 were deferred to the next meeting for approval.

(Mayor)

Cambridgeshire and Peterborough Combined Authority Board
Wednesday 31 August 2022

Public questions

No.	Question from:	Question to:	Question:
1.	Councillor Sam Hoy Cambridgeshire County Councillor, Fenland District Councillor and Leader of Wisbech Town Council	Mayor Dr Nik Johnson	<p>It is not my intention to make a big political speech, I understand it is just a question. However, in Cambridge City they have some eight buses an hour, whereas in the Fens we are lucky to have eight buses a week in some areas. We all know the divide between the north and south of this county and it is shameful that the people that claim to help the poor and deprived never seem to when they have power. My question is: Why has it taken so long to reach a decision on the Number 68 bus run by FACT. Given that this is a vital service used by many vulnerable people will you commit to long term funding and if not why not.</p> <p>Supplementary comment:</p> <p>You talk about caring and it is one of your 3 Cs, but isn't it more caring to be honest with people and if you did not want to fund it to treat people as adults and be honest with them. If you want to cut me down that's fine. I don't need a reply because it is not worth hearing. Thank you.</p>
No.	Response from:	Response to:	Response:
1.	Mayor Dr Nik Johnson	Councillor Sam Hoy	The Wisbech Tesco bus route 68, which I have travelled on, will be discussed at the Combined Authority Board meeting on 21 September and will continue temporarily until at least 30 th September 2022.

			<p>Before this, the Transport and Infrastructure Committee on 14th September will be considering a paper on the future of all bus services across Cambridgeshire and Peterborough, looking at the wider issues affecting the sector and the options going forward. Route 68 and other routes will be considered as part of this process.</p> <p>It is quite clear that this is an incredibly difficult time for bus services across the country, not just in our own county, with the rise in fuel costs and the recruitment and retention of drivers impacting on services nationally. However, we are acutely aware of the real impact on day-to-day opportunities that a loss of bus services could have on our communities. Buses are essential in ensuring members of our community can get to work, to hospital appointments, to supermarkets and more, and in a cost-of-living crisis can often be the most cost-effective – and in some cases the only - transport option available.</p> <p>The Combined Authority is committed to providing sustainable public transport services which are good value for money and successfully meet the needs of those who use them. I have spent time over the last year talking to residents and listening to their concerns, taking the time to ride on both Route 68 and the Ely Zipper to speak to passengers first hand. I know those problems you talk about. I have already written to Baroness Vere in central Government to highlight the issues local bus providers are facing, and will continue to make the case to Government, alongside Mayoral colleagues, for funding support to ensure we have bus services that meet the needs of you, the residents.</p> <p>The Route 68 service is operated by FACT community transport, a charity serving the Fenland, Huntingdonshire and East Cambridgeshire area. It runs on a circular route between Horsefair Bus Station and Tesco at Cromwell Road. There are also important stops at Aces Eye Clinic, Wisbech Retail Park, College of West Anglia, Queen Mary Centre and Rosmini Centre. The Combined</p>
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			Authority will assist Fenland District Council to enhance the marketing of the route and improve the customer experience.
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No.	Question from:	Question to:	Question:
2.	Councillor Bill Hunt East Cambridgeshire District Council	Mayor Dr Nik Johnson	<p>I hope what I say and your response will be accurately minuted and I hope we don't waste time bringing members of the public here to just have no record of the minutes. Given that the Mayor in his manifesto said he would concentrate on and improve bus services, can he confirm he will be doing this and will be supporting, at least to the same level, the bus services that currently exist in the Combined Authority area. In particular, I talk about the Ely Zipper as an example, but the Tesco 68 bus is another example and there will be genuine examples, but not everybody has the opportunity to come here. I would like a yes or no answer if possible or something that can be recorded for people to see. The people behind me have come to hear some action and not just waffle. If you have limited me to two minutes I hope your reply will be limited to two minutes.</p> <p>Supplementary question/ comment:</p> <p>I would like the Mayor to confirm that he will support the Ely Zipper and look to expand the service or will he allow the services to be cut in conflict with his manifesto commitments. I would also ask all Board members to make sure that this organisation behaves in an ethical and honest way, not just waffle and no action. I think it is beholden on all the members of the Board to hold the Mayor to account because it is clear what the people want. Thank you.</p> <p>I have tried to work with you, and so far it has produced little fruit. I'm here today with the people I'm with to try to get you to produce some action, not just waffle. So please can we have some action. We have spoken, and of course it is essential that I deal with the bus operators, and I will continue to do that because I am not going to wait for</p>

			everything to be funnelled through the Combined Authority which seems to take a particularly long time.
	Response from:	Response to:	Response:
2.	Mayor Dr Nik Johnson	Councillor Bill Hunt	<p>As outlined in the emerging Local Transport and Connectivity Plan, and as I have already said, the Combined Authority is committed to sustainable transport across the region. Buses form a fundamental component of our transport network, allowing people to access opportunities to improve their quality of life. As a result, the Combined Authority will be preparing a Bus Strategy as a daughter document to the LTCP, working with constituent councils, stakeholders, and public transport operators. It is important that a bus network is created and maintained that people want and are able to use, so that we see an increase in passenger journeys as we emerge from the Covid-19 pandemic. It is proposed that this is done by improving the quality and reliability of bus services, so that people can get to more destinations quickly, comfortably, safely, and affordably.</p> <p>However, in the short term, as you know, there remain a number of challenges that need to be addressed. As outlined in response to the previous question, the Transport and Infrastructure Committee on the 14th of September will be considering a paper on the future of bus services across Cambridgeshire and Peterborough, and looking at the wider issues affecting the sector and options going forward. The Ely Zipper and other routes will be considered as part of that process.</p> <p>This is a very difficult time for bus services across the country, not just for the Combined Authority, with the rise in fuel costs and the scarcity of drivers impacting on services nationally. However, I am acutely aware of the real impact on day-to-day opportunities that losing a bus service means. The Combined Authority is fully committed to providing public transport services which are good value for money and successfully meet the needs of those who use them.</p>

			<p>Response to supplementary question/ comments:</p> <p>Councillor Hunt, you did write to me, and I have the email you sent to me. I do fully support the idea of the Ely Zipper, and ideally Ely Zipper 2. You also sent me an extra email where you have had conversations with operators. Liaison with operators is important, we need to understand those businesses. But we have to be very careful about using bus services as a political tool, or indeed using the language, 'I hope that gives a bit of ammunition to get at the Mayor'. There is a need to work together, and I have got correspondence and I have got officers who are determined to offer bus services for all, across the whole of the community. I don't like any prospect that people are going to get a reduction in bus services. Work with me, work with the Board. Please.</p>
No.	Question from:	Question to:	Question:
3.	Graham James Local resident	Mayor Dr Nik Johnson	<p>I am the former Chair of Little Thetford Parish Council (a village situated about 3 miles south of Ely off the A10) and run a community cafe that was set up with support from AgeUK. Over 50% of our residents are aged over 60 and many of them rely on the Zipper Bus Service to get to Ely and neighbouring villages. This reliance is due to not having their own vehicles and concerns over cost of living and climate change.</p> <p>As Mayor you have clearly stated on many occasions that your priority for bus market reform is to improve bus frequencies to ensure that all Cambridgeshire Residents 'can get to places quickly'. How does this equate with the proposed removal of support to the Ely Zipper and significant changes to service in neighbouring villages? If these proposals are carried forward they will have a significant negative impact on local residents for whom this is a lifeline and an essential service.</p>
No.	Response from:	Response to:	Response:

3.	Mayor Dr Nik Johnson	Graham James (written response)	<p>As outlined in the emerging Local Transport and Connectivity Plan (LTCP), the Combined Authority is committed to sustainable transport across the region. Buses form a fundamental component of our transport network, allowing people to access opportunities to improve their quality of life. As a result, the Combined Authority will be preparing a Bus Strategy as a daughter document to the LTCP, working with constituent councils, stakeholders, and public transport operators. As outlined in your question, it is important that a bus network is created and maintained that people want and are able to use, so that we see an increase in passenger journeys as we emerge from the Covid-19 pandemic. It is proposed that this is done by improving the quality and reliability of bus services, so that people can get to more destinations quickly, comfortably, safely, and affordably.</p> <p>However, in the short term there remain a number of challenges that need to be addressed. As outlined previously, the Transport and Infrastructure Committee will be considering a paper on the future of bus services across Cambridgeshire and Peterborough and looking at the wider issues affecting the sector and options going forward. The Ely Zipper and other routes will be considered as part of that process.</p> <p>This is a difficult time for bus services across the country, not just for the Combined Authority, with the rise in fuel costs and the scarcity of drivers impacting on services nationally. However, we are acutely aware of the real impact on day-to-day opportunities that a loss of bus services can have on our communities. The Combined Authority is committed to providing public transport services which are good value for money and successfully meet the needs of those who use them.</p>
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Combined Authority Board – Minutes Action Log

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

Minute	Report title	Lead officer	Action	Response	Status
167.	2022-23 Financial Strategies	Alan Downton Roger Thompson/ Steve Clarke	Officers were asked to produce a table for schemes managed by the Business Board and how these were meeting the CPCA's growth ambitions, for example number of apprenticeships and new jobs created/ business start-ups etc.	Overview report being produced by Officers and will be shared with Members before end of October.	Open

Minute	Report title	Lead officer	Action	Response	Status
199. and 200.	Appointment of the Overview and Scrutiny Committee 2022/23 Appointment of the Audit and Governance Committee 2022/23	Edwina Adefehinti	Officers were asked to raise the exclusion of Independent members from political proportionality calculations relating to committee memberships with DLUHC.	At present the law as it is set out in The Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017 which applies to all combined authorities, excludes independent members from political proportionality calculations. For there to be a change a new statutory instrument would be required. This issue will be raised with DLUHC by officers.	Open
220.	Forward Plan	Alan Downton Roger Thompson/ Steve Clarke	An informal discussion was proposed around regional partnerships, the Business Board's status as either a LEP or a growth board and the number of elected members appointed to the Business Board.	A review of the Business Board is currently being completed – that report will be shared with Members when completed. A joint Combined Authority board and Business Board meeting on 7th Dec will discuss this report findings further. An integration plan for the Business Board must be produced for DLUHC which will need board approval in January – the Review and the draft integration plan will be tabled for discussion with Leaders ahead of approval in January.	Open
226.	Budget Monitor Report July 2022	Jon Alsop/ Rob Emery	Officers undertook to discuss with the external auditor how negative slippage was presented.	EY respond on 31 st August and expressed the view that, if the narrative provided alongside the tabular outturn report explains the use of 'negative slippage' then this does enable Member understanding, and that the narrative description is therefore key to supporting a purely numeric table. They concluded that <i>"If sufficient narrative is provided to enable understanding of the table, and then questions, then we don't have any concerns per se."</i> As both material items of 'negative' slippage were explained in the body of the report (see paras 4.9 and 4.5), and in the explanations for each project in appendix 4, it is Officers' opinion that sufficient	Closed

Minute	Report title	Lead officer	Action	Response	Status
				narrative was provided to clearly explain the use of 'negative slippage' in the table.	
228.	Improvement Framework	Jodie Townsend	A specific discussion around the governance report was requested.	Discussion to take place with Cllr Herbert regarding format of briefing (separate session via Teams) and date to be included in diary for September.	Open
		Gordon Mitchell/ Martin Jaynes	The Interim Chief Executive offered the Board an update the following week summarising the current position in relation to filling vacancies.	In progress, and an update is planned to be issued to Board Members this week.	Open
230.	Active Travel (Cambridgeshire)	Jodie Townsend	A Member suggested that the four shared priorities of the CPCA, the Cambridgeshire and Peterborough Health and Wellbeing Boards and the Integrated Care System should be referenced in CPCA reports.	This will be considered as part of the review of report templates recommended by the Governance Review.	Open
		Directors	A Member suggested a focused piece of work around rural issues.	To be progressed.	Open
234.	Member/ Officer Protocol	Jodie Townsend	Officers would raise with IT the issues reported by two Members in opening some attachments sent to their home authority email address by the CPCA.	Issue raised with IT, awaiting response.	Open
		Jodie Townsend	Officers undertook to clarify baseline security requirements around the use of email, and to confirm whether email protocols approved by constituent councils were considered to meet CPCA email security requirements.	Engagement with IT has taken place, IT are drawing up guidance for issuing to Members. IT requested to draft initial process/ policy for consideration of suitability of email addresses	Open

Minute	Report title	Lead officer	Action	Response	Status
235.	OneCAM Ltd Audit report	Edwina Adefehinti/ Jodie Townsend	To clarify the process for referring matters to the Audit and Governance Committee as part of the planned review of the Constitution.	The constitutional review is ongoing as part of the improvement plan. There is a timetable that will be agreed by Members through Cllr Edna Murphy. As part of the review, a process for referring matters to A&G will be written and brought to the CA Board for approval.	Open
		Edwina Adefehinti	To take learning from the OneCAM Ltd audit report and raise the concerns expressed in the meeting, including around potential Officer conflicts of interest, with the Audit and Governance Committee.	The Deputy Monitoring Officer intends to take a report to the September meeting of the Audit and Governance Committee.	Open
246.	Minutes – 27 July 2022	Gordon Mitchell/ Edwina Adefehinti	To check the recording of the meeting and the process for the production of the minutes in the light of comments from Members.		
250.	Multiply – The Approach to Programme Delivery	Fliss Miller	A Member asked whether there was any data behind why some areas had experienced a greater decrease in the number of learners and the reasons behind this. Officers offered a written response outside of the meeting.		



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Agenda Item No: 2.1

Interim Chief Executive's Diagnosis: Improvement Framework

To: Cambridgeshire and Peterborough Combined Authority Board

Meeting Date: 19 October 2022

Public report: Yes

Lead Member: Mayor Dr Nik Johnson

From: Gordon Mitchell, Interim Chief Executive Officer

Key decision: Yes

Recommendations: The Combined Authority Board is recommended to:

- a) Accept the contents of the Interim Chief Executive's assessment as set out in **appendix one**
- b) Agree the key areas of focus over the next three months set out in **paragraph 4.4**
- c) Agree the proposed Improvement Plan as set out in section 5 and **appendix two**
- d) Agree the establishment of an Independent Improvement Board
- e) Note and comment on the associated terms of reference and membership as set out in section 6 and **appendix three** and delegate to the Independent Improvement Board the decision to agree the final terms of reference
- f) Request that updates from the Independent Improvement Board on progress against the agreed plan be given to future meetings of this Board as a standing item

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

1. Purpose

- 1.1 The purpose of this report is to share with Board the Chief Executive's diagnosis assessment of the Cambridgeshire and Peterborough Combined Authority (CA) which the self-assessment exercise, completed following the Board meeting on 27 July 2022 helped inform.
- 1.2 It seeks approval for the Chief Executive's proposals for an outline Improvement Plan that sets out the key areas of focus and outcomes required in the next 3 months arising from the self-assessment exercise.
- 1.3 It also seeks approval for the arrangements and membership for an Improvement Board to provide support and challenge to ensure identified areas of improvement are delivered and embedded.

2. Background

- 2.1 The need for the Cambridgeshire and Peterborough Combined Authority (CA) to undergo a self-assessment process followed by improvement planning was outlined in a paper presented to the Board on 27 July 2022 by the interim Chief Executive¹.
- 2.2 In summary, concerns raised by auditors that the organisation needed to take steps to ensure it had '*sufficient appropriate leadership capacity to be able to deliver its objectives and statutory responsibilities*' followed by engagement with DLUHC highlighted a range of concerns that needed to be addressed.
- 2.3 It was identified that a future Improvement Plan needed to be both comprehensive in content and credible in the eyes of external stakeholders and whilst there was a range of evidence already available, a self-assessment needed to take place to gather additional information, demonstrate awareness of issues within the Authority, internally recognise the need for improvement and identify areas of improvement for immediate focus.
- 2.4 The Chief Executives of the constituent local authorities have been engaged in shaping the assessment report, the summary material used in informal discussions and the role and make-up of the Independent Improvement Board. In addition, Chief Executives have aligned themselves to support each strand of improvement work.

3. Summary of Chief Executive's Assessment

- 3.1 As a result of its unique economic assets, the Cambridgeshire and Peterborough Combined Authority (CPCA) region is globally important and therefore especially important to the economy of the UK. Put succinctly, it already is a net contributor to the UK exchequer, has good prospects for economic growth and international trade, and has the potential to contribute even more to UK plc. Its R+D and entrepreneurial activity also supports economic activity in other regions of the UK, and thus contributes to the national 'levelling up' aims. Its local academic excellence, economic performance, environment, and traditions are a unique contribution to the reputation of the UK.

- 3.2 The opportunity for the CA is to use this platform to lever greater investment in infrastructure and opportunities for improving prosperity for all its residents is remarkable.
- 3.3 The CA has achieved a considerable amount in the 5 years since it was formed and has much to be proud of. It is however a widely held view that it has considerable scope to be more effective and secure much greater benefit for the region.
- 3.4 As an organisation it has struggled to step up to the scale of the challenge and opportunity and as a relatively new Mayoral Combined Authority (MCA) remains in many ways immature. In the past year the transition to a new Mayor, the changing local political landscape, the shift of government funding to multiple funding pots to deliver national programmes, and the impact of Covid has 'stress tested' the CA. This has revealed weak governance arrangements and culture, a fragmented approach to overall strategy, considerable fragility and rigidity in its management and operating arrangements and insufficiently developed partner relationships. In recent months the top of the organisation has fallen prey to intense internal debate, multiple investigations, public displays of conflict and poor behaviour and political point scoring. This has strongly contributed to a lack of focus on its responsibilities and as a result senior political and management capacity has been significantly diverted from the overriding purpose of the CA.
- 3.5 This cannot continue, and it is a cause for some optimism that there seems to be a near universal view that the CA must move on and forge ways of working to increase effectiveness and work towards the fantastic opportunity that seems to be available. All agree that much more effective working is needed; however, the Board need to translate these good intentions into changes in behaviour both individually and collectively. Your staff, the Chief Executives, partners, and regulators need to see a radical shift in behaviour.

4. Initiating Improvement

- 4.1 A key part of achieving change will be the involvement of the Chief Executives of the constituent authorities working alongside the senior staff of the Combined Authority. This group have already reflected on the lessons to learn and the scale of change required.
- 4.2 Mayoral Combined Authorities now have a track record, and there is a growing body of experience and study on what features are associated with successful devolution within the UK and which are associated with under-performance (LGA, IPPR north, DLUHC).

There are five big lessons – perhaps even pre-requisites for success:

- a. The development of an overarching strategy for the region – the place – and organising everything behind it.
- b. Establishing clarity of purpose – and for an MCA to be clear on where it can add value.
- c. The Mayor developing the right behaviours – of collaboration, persuasion, convening and galvanising local voices - and a strong outward facing role supported by an effective officer organisation.
- d. CA board members who are individually sufficiently self-aware and skilled to go beyond local party politics to establish and practice a culture of pragmatism for the benefit of the region.
- e. An effective and efficient organisation, which works as part of the local system.

The Cambridgeshire and Peterborough Combined Authority has struggled over its existence and is some way short of having developed these core pre-requisites for success.

The extended self-assessment report will provide much more detail on what has got in the way, and what needs to change, but the CPCA now needs to reset and commit to delivering a step change to make progress on all 5 of these dimensions.

4.3 What might be expected if CPCA makes good progress on all 5 dimensions? What will feel different?

- A huge reduction in tension and frustration in Board, and in dynamics and focus.
- Members feeling time is spent on worthwhile debate and activity.
- Members and officers believing that the MCA can genuinely expect to secure greater investment and improved reputation.
- Individual Board members spend more of their time on informal discussions finding issues of agreement, speaking up for the needs of the region, and its priorities.
- Recognition that the Mayor has secured greater attention from ministers and influential stakeholders for the region's needs.
- An absence of political point scoring in board noticed by all interested parties.
- That staff in CPCA and the local authorities view Board members as role models for good behaviour, collaboration and working towards consensus.
- CPCA staff recruitment and retention improves.
- A Devo Deal 2 looks possible, even likely.
- Staff expect to work in 'virtual teams' on policy development and programme delivery.
- The CPCA operation has matured, supports the Mayor and Board with a feel of 'one CPCA'.

4.4 To start the improvement journey in the right direction there are several urgent and important areas for improvement that should be addressed:

- i. Establish clarity on the scale of political ambition and develop an overarching strategy for the remainder of this mayoral term and to chart the next steps on that journey. This needs to include defining the purpose and role of the CPCA and in particular where the CPCA can add value
- ii. Implement a comprehensive reset of ways of working and align the policy development and pre-Board processes to support this
- iii. Prioritise work to establish a long-term strategy for transport, an urgent development of a bus strategy and review the role and functioning of the Business Board
- iv. Undertake a strategic review of income projections, including options, to secure sustainability and the possibility of taking a more strategic approach to the application of funds for identified priorities
- v. Design and implement an organisation for today's performance, and with the agility to act on emerging demands and opportunities
- vi. Map the approach, capacity and arrangements needed to build effective public relations and influencing delivery operation

4.5 The areas of improvement set out above are urgent and are therefore the focus for the Outline Improvement Plan over the next three months as attached as **appendix 2**. It should be noted that the CPCA currently has a poor track record of improvement. Some

major foundations of long-term improvement can be achieved rapidly however if members commit to wholeheartedly supporting change.

What might be the return on this commitment?

- Shift to a transitional arrangement of board cycles, adjusted focus, more strategic content
- A draft ‘overarching strategy’ document
- A draft Medium Term Financial Strategy which reflects the overarching strategy
- A worked-up transport strategy and bus strategy
- Proposals for the next phase of development of the Business Board
- Resolution to the current investigations

And in the operation:

- A senior staffing structure and plan for recruitment
- A period of stability in the workforce
- Improved collaborative processes between CPCA and constituent authority officers

4.6 The hallmarks for this wholehearted commitment from all Board members can be described by what is needed from you all.

- Clear support for a step change of this magnitude.
- A personal commitment to reflect on the gap between your own behaviour and the target behaviour for a well-functioning board.
- Commit to a workshop with the aim of agreeing the Board’s own ‘code of behaviour’, and a second after 3 months.
- Consent for rapid change to the Board arrangements and agendas.
- Support and commitment to engage in new informal discussions – about strategy, CPCA role, including ‘learning’.

4.7 **It is recommended that Board agrees the six priority areas of focus to be contained within an Improvement plan as set out above and in paragraph 4.4.**

5. Improvement framework

5.1 Key findings from the self-assessment exercise are set out above and in **appendix 1**. These areas of immediate focus are set out in the recommended Outline Improvement Plan. Identified are the key outcomes to be delivered that demonstrate the improvement to be made over the next three months and that can be recognised by CA Board Members, external agencies, Constituent Chief Executives, and staff.

5.2 The proposed outline Improvement Plan attached as **appendix 2** sets out key actions, outcomes and lead responsibility.

5.3 A detailed Improvement Plan will be developed in line with robust performance management methodology, with a clear timeline for delivery of identified outcomes and associated actions. Key risks, dependencies and necessary resources to deliver the proposed plan will be identified and will inform reporting to the proposed Improvement Board set out in section 6 below.

5.4 A high level ‘plan on a page’ will be developed and used to inform an engagement plan so

all stakeholders feel and will be part of the proposed improvement journey. It is important that Board Members, staff and partners are involved through focus groups and other interactive sessions to understand what will be different and how together the CA will deliver this.

5.5 **Board is asked to agree and own the Improvement Plan attached as appendix 2**

6. Independent Improvement Board

6.1 The Combined Authority Board in July considered the decision by the Audit & Governance Committee (A&G) that the initial concept for an Independent Improvement Board did not appear fit for purpose and should be revisited.

6.2 Discussions have taken place with key stakeholders, the Local Government Association's improvement division, and officials at DLUHC and BEIS regarding the remit and purpose and make-up of an Independent Improvement Board. This included consideration of arrangements in a number of other settings and identifying key members.

6.3 It is proposed that the purpose of the Independent Improvement Board is:

- i. To provide external advice, challenge, and expertise to Cambridgeshire and Peterborough Combined Authority to ensure focus, grip, pace and effective change on key areas identified.
- ii. To drive forward the delivery of the Combined Authority Improvement Plan agreed by the Combined Authority Board.
- iii. To provide assurance to the Combined Authority Board and external agencies of the progress on delivering the key outcomes and associated activity set out in the Improvement plan.
- iv. To identify and share learning and best practice with Members and Officers on all activities included in the Authority's Improvement Plan, including identification of development opportunities for both members and officers.

6.4 The Terms of Reference set out in **appendix 3** sets out the proposed purpose, accountability, membership, working arrangements and meeting's structure. It is also proposed that a review should take place after six months to ensure the proposed arrangements are fit for purpose.

6.5 It is proposed that the Independent Improvement Board meets monthly for the first six months to ensure the pace and progress of the improvement activity is on track. Following a review of the arrangements as set out in the terms of reference meetings may be extended to a six- or eight-week cycle.

6.6 Discussions will take place with the A&G and Overview & Scrutiny Committees to agree a schedule for receiving regular updates on all improvement action.

- 6.7 **Board is asked to agree the establishment of an Independent Improvement Board. To note the associated terms of reference and membership as set out in appendix 3 and delegate to the Independent Improvement Board the decision to agree the final terms of reference.**

7 Improvement Group

- 7.1 An Improvement Group will be established to bring together the six theme leads, the programme management office (PMO) and key representatives from across the organisation to ensure that detailed project and resource plans are developed and agreed, that dependencies between projects are understood, key risks identified and mitigated, learning is captured and shared and progress is reported in a consistent and timely way to the Improvement Board.
- 7.2 The interim Director, Transformation Programme will operate as Sponsor of the Improvement Programme and be accountable for the overall delivery of the Plan and reporting to the Independent Improvement Board of identified actions.
- 7.3 Project leads will be accountable for identified activity to be delivered and for supporting dependent activities from across the overarching plan. Highlight reports setting out progress against agreed timelines, any risks or slippage, resourcing issues will be identified and reported to the Independent Improvement Board in line with the agreed meeting schedule. The Chief Executives of the constituent councils have also stepped forward and are paired with a workstream to offer advice and support.
- 7.4 The Combined Authority PMO will support the Improvement Group and ensure consistency in approach and documentation. The PMO will also complete progress (highlight) reports for inclusion in the reporting schedule to the Independent Improvement Board. Key learning will also be captured to aid continuous improvement and learning.
- 7.5 An Engagement Plan will be developed to ensure all stakeholders are able to inform improvement activity, share suggestions for improvements and be informed of progress.

Significant Implications

8. Financial Implications

- 8.1 At the Combined Authority Board in July £750,000 was agreed to fund improvement and transformation activity relating to the self-assessment.
- 8.2 The proposed Improvement Board arrangements set out in this report identify that any costs associated with the Improvement Board will be met from within the agreed funding.
- 8.3 All costs held against the agreed Improvement Budget will be recorded and reported in line with existing budget reporting.

9. Legal Implications

- 9.1 This report sets out the proposed terms of reference for the Improvement Board. The Monitoring Officer has confirmed the arrangements are in line with good governance arrangements.
- 9.2 It is proposed that the arrangements for the Independent Improvement Board be reviewed in six months' time so any learning can inform any changes to ensure the Improvement Board is able to undertake the purpose set out in this report.

10. Public Health Implications

- 10.1 None.

11. Environmental and Climate Change Implications

- 11.1 None.

12. Other Significant Implications

- 12.1 The External Auditor and DLUHC have set out clearly the expected focus for improvement. It is important that the CA can demonstrate its commitment to improve and also the progress it is making on this journey so more formal interventions are not put in place; the unfreezing of future funding is dependent on this.

13. Appendices

- 13.1 Appendix 1 – Chief Executive's Assessment (based on the self-assessment exercise)
- 13.2 Appendix 2 – Proposed Improvement plan
- 13.3 Appendix 3 – Independent Improvement Board terms of reference

14. Background Papers

- July CA Board Report Improvement Assessment
- Governance review
- External Auditors letter

Chief Executive's Assessment

1. Summary

- 1.1 As a result of its unique economic assets, the Cambridge and Peterborough Combined Authority (CPCA) region is globally important and therefore especially important to the economy of the UK. Put succinctly, it already is a net contributor to the UK exchequer, has good prospects for economic growth and international trade, and has the potential to contribute even more to UK plc. Its R+D and entrepreneurial activity also supports economic activity in other regions of the UK, and thus contributes to the national 'levelling up' aims. Its local academic excellence, economic performance, environment, and traditions are a unique contribution to the reputation of the UK.
- 1.2 The opportunity for the CA is to use this platform to lever greater investment in infrastructure and opportunities for improving prosperity for all its residents is remarkable.
- 1.3 The CA has achieved a considerable amount in the 5 years since it was formed and has much to be proud of. It is however a widely held view that it has considerable scope to be more effective and secure much greater benefit for the region.
- 1.4 As an organisation it has struggled to step up to the scale of the challenge and opportunity and as a relatively new Mayoral Combined Authority (MCA) remains in many ways immature. In the past year the transition to a new Mayor, the changing local political landscape, the shift of government funding to multiple funding pots to deliver national programmes, and the impact of Covid has 'stress tested' the CA. This has revealed weak governance arrangements and culture, a fragmented approach to overall strategy, considerable fragility and rigidity in its management and operating arrangements and insufficiently developed partner relationships. In recent months the top of the organisation has fallen prey to intense internal debate, multiple investigations, public displays of conflict and poor behaviour and political point scoring. This has strongly contributed to a lack of focus on its responsibilities and as a result senior political and management capacity has been significantly diverted from the overriding purpose of the CA.
- 1.5 This cannot continue, and it is a cause for some optimism that there seems to be a near universal view that the CA must move on and forge ways of working to increase effectiveness and work towards the fantastic opportunity that seems to be available. All agree that much more effective working is needed however, the Board need to translate these good intentions into changes in behaviour both individually and collectively. Your staff, the Chief Executives, partners, and regulators need to see a radical shift in behaviour and effectiveness.

2. Initiating Change

- 2.1 A key part of achieving change will be the involvement of the chief executives of the constituent authorities working alongside the senior staff of the Combined Authority. This group have already reflected on the lessons to learn and the scale of change required.
- 2.2 Mayoral Combined Authorities now have a track record, and there is a growing body of experience and study on what features are associated with successful devolution within the UK and which are associated with under-performance (LGA, IPPR north, DLUHC)

There are 5 big lessons – perhaps even pre-requisites for success:

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The Cambridgeshire and Peterborough Combined Authority has struggled over its existence and is some way short of having developed these core pre-requisites for success. This report provides much more detail on what has got in the way, and what needs to change, but the CPCA now needs to reset and commit to delivering a step change to make progress on all 5 of these dimensions.

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2.4 To start the improvement journey in the right direction there are several urgent and important areas for improvement that should be addressed:

- i. Establish clarity on the scale of political ambition, develop an overarching strategy for the remainder of this mayoral term, and chart the next steps on that journey. This needs to include defining the purpose and role and in particular where the CPCA can add value.
- ii. Implement a comprehensive reset of ways of working and align the policy development and pre-board processes to support this
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- iv. Undertake a strategic review of income projections, including options, to secure sustainability and the possibility of taking a more strategic approach to the application of funds for identified priorities
- v. Design and implement an organisation for today's performance, and with the agility to act on emerging demands and opportunities
- vi. Map the approach, capacity and arrangements needed to build effective public relations and influencing delivery operation

2.5 The areas of improvement set out above are the focus for the outline Improvement Plan over the next three months as attached as **appendix 2**. It should be noted that the CPCA currently has a poor track record of improvement. Some major foundations of long-term improvement can be achieved rapidly however if members commit to wholeheartedly supporting change.

What might be the return on this commitment?

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- Consent for rapid change to the board arrangements and agendas.
- Support and commitment to engage in new informal discussions – about strategy, CPCA role, including 'learning'.

3. Operating Context

3.1 Background Geography

3.1.1 The Cambridgeshire and Peterborough Combined Authority (CPCA) region is covered by the boundaries of 7 local authorities. These are Cambridge City, South Cambridgeshire, East Cambridgeshire, Fenland, Huntingdonshire, Peterborough, and Cambridgeshire County Council. As a place it is large and diverse, spanning 340,000 hectares including cities, market towns, villages, and sparsely populated rural areas.

3.1.2 The authority is strategically located within commuting distance of London, the Midlands and the South-East.

3.1.3 Population growth for the CA has outpaced the average for England. Between the 2011 and 2021 Census England's population grew by 6.56%, while the Combined Authority area grew by 11.1% to 894,300. Both Cambridge and Peterborough were identified in the 2021 census as being in the top ten fastest growing local authority areas for population (Peterborough was also identified as the authority with the second highest increase in under 15s, 23.8%). Growth is uneven however, for example East Cambridgeshire's population only grew by 4.6% between 2011 and 2021. Some parts of the region also experienced significant ageing in the population, for example Fenland's population of over 65s grew by 21% in the last ten years compared to only a 3.4% increase in those aged 15 to 64.

- 3.1.4 The central location gives rise to the CPCA region being included within a range of different geographical policy frameworks including England's Economic Heartland, the Oxford-Cambridge Arc, the Eastern Powerhouse and the A11 and M11 corridors.
- 3.1.5 The region is not described as a single economic area, but 3. The CA commissioned an Independent Economic Review, reporting in 2018 and led by Dame Kate Barker. The report highlighted that the CPCA region contained three functional, but inter-linked, economies, Greater Cambridge, Greater Peterborough, and the rural Fens. This diversity created different challenges for different places, summarised as follows:
- 3.1.6 For Greater Cambridge the challenge was to meet the demands of growth arising from the highly successful high-tech, science and biotechnology business sectors. Balancing the national importance of the area's economy with sustainability issues created by rapid population growth.
- 3.1.7 Peterborough was identified as a thriving, 'heartland' city with capacity for additional growth but also having structural issues of inequality, low productivity, and a significant skills deficit.
- 3.1.8 The challenge for the Fens was to level-up economically. Identified as one of the poorest rural areas in the country, significant improvement was needed to connectivity, including transport. Improvement in skills and health was also identified to support a workforce towards greater productivity in the food processing, manufacturing, and agricultural sectors.
- 3.1.9 The diverse geography and communities, structural inequalities, a historic legacy of infrastructure mismatched to modern needs, rapid growth in population, housing demand and economic growth frame the challenges and approach of the CA in its work.

3.2 Devolution

- 3.2.1 The CA was established in 2017 following a devolution deal (the Deal) being agreed by the constituent authorities with government in 2015. The main plank of the Deal was the commitment to almost double the size of the Cambridgeshire and Peterborough economy (as measured by GVA) over forty years, the Deal also mentioned over forty different projects for the region.
- 3.2.2 A total of ten combined authorities have now been established² by UK government with the Cambridgeshire and Peterborough Combined Authority being the second smallest (based on GVA³). The CPCA area has an almost unique industrial and geographical structure when compared to the earliest combined authority areas that are based on long standing city regions.
- 3.2.3 Housing affordability and availability for the area was deemed to be chronic, so additional funds were established to improve the supply of affordable housing across the area and in Cambridge City specifically. The expectation was raised that the CA would take a leadership role in public service reform using the

mayor's general ability to act as a convenor for all local agencies. The combined authority was also faced with the additional challenge posed by the failure of the Local Enterprise Partnership (LEP). When the LEP was deemed to be failing, its work was integrated into the Combined Authority (CA) with a Business Board being established to oversee its former activities.

3.2.4 CPCA is subject to gateway reviews every 5 years in order to continue to access the gainshare funds for a further 5 years. A review in 2020 was 'passed', with a report of some acknowledged positives and several areas listed for improvement (these are referenced again in the later section on prospects for improvement).

3.2.5 The context for Combined Authorities has also shifted within national government policy with the white paper on levelling up. Cambridgeshire and Peterborough have pre-empted this with the establishment of a new sustainable growth ambition statement (strengthening the sustainability aspects of the economic growth mission) and adoption of the six keys (or capitals) as a basis for investment decision making.

4. The opportunity

4.1 As a result of its unique economic assets, the CPCA region is globally important and therefore very important to the economy of the UK. Put starkly it already is a net contributor to the UK exchequer, has good prospects for economic growth and international trade, and has the potential to contribute even more to UK plc. Its R+D and entrepreneurial activity also supports economic activity in other regions of the UK, and thus contributes to the national 'levelling up' aims. Its local academic excellence, economic performance, environment, and traditions are a unique contribution to the reputation of the UK globally.

4.2 At the time of the deal historical growth for the Combined Authority area outstripped the UK (+84.6% between 2001-2016 compared to +72.7%). However, the independent economic review did find that the growth ambition represented a stretch target with continuation of rapid economic growth beyond 2028 being dependent on solving the transport, housing, and sustainability challenges for the area.

4.3 At the time of the gateway review in 2020, economic growth had remained strong, employment in the Cambridgeshire and Peterborough region grew by 1.5% pa over 2014-19, compared to a forecast of 0.8% pa. This is the equivalent of 19,000 more jobs in the area by 2019 than was expected in the baseline projection. Similarly, the Cambridgeshire and Peterborough region outperformed both the wider East of England region and the UK, with productivity growing three times faster than the UK.

4.4 Current GVA statistics² for City Regions reflect the COVID 19 period and a contraction of the economy. Cambridgeshire and Peterborough have maintained the best economic performance though, with the economy only shrinking by -0.5% compared to an average contraction of -2.2% across the M10 group and the nearest economic comparators West Midlands contracting

by -3.2% and West of England by -1.3%.

- 4.5 This profile of economic performance is a fantastic asset, of significant importance to the UK economy and a platform to seek and secure the large-scale public investment in infrastructure that the region needs to continue to be that 'golden goose' for the UK economy
- 4.6 The opportunity for the CA is to use this platform to lever greater investment in infrastructure and opportunities for improving prosperity for all its residents is remarkable.

5. The challenge

- 5.1 The central objective of the CA is 'to double GVA by 2040'. The Barker report, the CPIER, identified that this was very challenging and might better be described as a stretch target. The report also suggested that continuation of rapid economic growth beyond 2028 would be dependent on solving the transport, housing, and sustainability challenges for the area. Presumably this implies that considerable further investment in infrastructure and development would be required. Currently it is not clear where investment on the scale necessary might be found.
- 5.2 It is however a widely held view that the CPCA has considerable scope to be more effective and secure much greater benefit for the region.
- 5.3 The CPCA has been focused more on the shorter time horizon, and perhaps that is simply a reflection of an organisation that is relatively young and without the legacy of significant collaboration with partners that characterises the MCAs in Manchester, Liverpool, Sheffield, Leeds, or Birmingham.
- 5.4 As an organisation it has struggled to step up to the scale of the challenge and opportunity and as a relatively new Mayoral Combined Authority MCA remains in many ways immature. In the past year the transition to a new Mayor, the changing local political landscape, the shift of government funding to multiple funding pots to deliver national programmes, and the impact of Covid has 'stress tested' the CA as never before in its short life. This has revealed weak governance arrangements and culture, a fragmented approach to overall strategy, considerable fragility and rigidity in its management and operating arrangements and insufficiently developed partner relationships. In recent months the top of the organisation has fallen prey to intense internal conflict and debate to the detriment of its overall purpose and responsibility. Senior political and management capacity has been significantly diverted from the overriding purpose of the CA.
- 5.5 This cannot continue, and perhaps it is a cause for some optimism that there seems to be a near universal view that the MCA must move on and forge ways of working to increase effectiveness and work towards the fantastic opportunity that seems to be available. All agree that much more effective working is needed and that a key feature to achieving this will be the involvement of the CEOs of the constituent authorities alongside the CA senior staff.

- 5.6 The operation, culture, and structure of the CA is not what it should be, and this is a view shared, and openly expressed, by a wide range of the key players and constituent organisations. There is a palpable sense that the organisation is not in a place where it wants to be, but also a recognition that it has so far failed to secure the wanted improvements through its efforts so far.
- 5.7 Given the scale of the challenge, and opportunity, it might be expected that the CA would have clarified its long-term ambition for the region and how it might approach achieving this stretch target.
- 5.8 It appears there is no over-arching ambition statement or description of how this aim might be achieved.
- 5.9 The CA sometimes describes itself as a relatively young organisation which has yet to mature. Other local stakeholders refer to the organisational development evolution framework of 'forming, storming, norming and performing', and wonder if the organisation has yet matured through stage 2.
- 5.10 The operations cover transport, affordable housing, business support, skills support, spatial planning, zero carbon schemes and some cross-cutting policy work including recently 'tackling climate change'. With these responsibilities alone the CA can make a significant difference to the region, but the potential opportunity is far greater given the rapid level of growth (as described in the context section above).
- 5.11 In any terms the CPCA region is a major asset for the UK economy, in research and development, enterprise, international trade and as a result is positioned as a net contributor of tax to UK plc.
- 5.12 No doubt the fact of the regions value to the UK was one of the considerations in deciding to create the MCA.
- 5.13 This economic reality and position is an incredible platform from which to identify how further investment could support the UK exchequer further.
- 5.14 I am minded of the management adage: 'authority is given, leadership is earned and has to be taken'.
- 5.15 Almost the most important question for the MCA in tackling improvement and the next phase of its journey relates to the conception of leadership and its scale of ambition.

6. Barriers to delivery, ambition, and effectiveness

6.1 Culture and governance

- 6.1.1 Inevitably there is a legacy of ways of working from the first mayoral term. In that initial phase the organisation appears to have focused on some key programmes, some deliverables but also established a culture of separation between the MCA and its constituent councils. In recent discussions with council leaders and chief executives they refer to the explicit practice of excluding the council chief executives from any systematic role in supporting policy formulation or delivery. Local players now see that as highly undesirable and want this to change.
- 6.1.2 In the 5 years of existence of the MCA it has struggled to find a settled way of working. Over the period it has featured 5 different chief executives each with different management arrangements, and 5 different Monitoring Officers, resulting in a lack of stability at the top of the organisation.
- 6.1.3 Subsequently the first year of the second mayoral term has been beset by a poorly conceived mayoral office and lack of clarity about the role of the Mayor. This has resulted in considerable friction with senior officers, underpinned dysfunctional behaviour in the MCA Board, in public and an MCA which is operating day to day, but with no discernible medium or long-term strategy for its region.
- 6.1.4 The MCA now finds itself embroiled in a series of connected disputes and investigations which stoke distrust, wider dysfunctional dynamics, and create a burden on the capacity of the organisation. An initial investigation reported in February 2022. This led to the dismantling of the office of the Mayor and querying the rules around appointments and reporting lines. Issues arising from the first investigation have resulted in several ongoing investigations related to the Code of Conduct, leaks of confidential information, expenses, and employment claims related to senior staff.
- 6.1.5 Until these investigations and issues are resolved it will be difficult for the MCA to find a route to normal political business. The various processes need to be expedited, and any implications for the functioning of the CA implemented. It is unclear whether the necessary political commitment exists to tackle these issues at proper pace and with due diligence (or whether these processes simply become a further opportunity for dysfunctional behaviour).
- 6.1.6 In this context it is not surprising that the culture of member – officer relations is not ideal. While the effectiveness of working relations varies across individuals, teams and committees further positive development is needed. A part contributor is that some of the informal engagement structures normally in place in local government appear lacking.

6.2 The role of the Mayor, the mayoral office, and the MCA

- 6.2.1 These issues are presented together here because they are each inter-related and how well they align determines to a large extent the prospects for success or otherwise of the MCA.
- 6.2.2 The 2017 Order sets out the voting arrangements for the Mayoral Combined Authority and are detailed within the Constitution. They involve different voting arrangements for 'general matters', 'special matters', and defined Mayoral matters. In addition, different 'matters' have specified and varied thresholds, and there are also rules which in effect provide a veto in particular circumstances or issues. These are commonplace in MCAs and it is reported that the original thinking by Whitehall draftsmen was to help drive consensus.
- 6.2.3 The reality is that the rules allow extensive opportunities for the Mayor and any few board members to exercise negative power, i.e., to block, prevent or delay business and if the exercise of these rules is a regular part of the conduct of business it becomes dysfunctional and severely handicaps the ability of the MCA to function.
- 6.2.4 The only rational and mature political response is to pursue consensus.
- 6.2.5 The political reality is that the expectation of government in devolving powers to MCAs is to invite local political leadership to resolve discussion about policy and priorities at a local level through political discussion and present one voice to government to simplify central-local discussions and negotiation. The absence of a clear and single voice fatally undermines the ability to pursue meaningful promotion or negotiations.
- 6.2.6 In recognition of this political and leadership reality some other MCAs have adopted the aim of consensus as a central principle of developing ways of working. The North of Tyne MCA has included this principle in their constitution, and others have designed and implemented policy development and pre-board processes with the aim of ensuring that matters discussed at public board is strongly focused on areas of agreement.
- 6.2.7 The culture of the MCA must change and there is considerable scope for development of informal and pre-board processes. These changes are imperative.

6.3 The role of the Mayor

- 6.3.1 As MCAs mature and develop ways of being effective it has become clear that the power and influence of an elected Mayor arises from effective engagement with constituent authorities, collaboration, negotiation and fostering a consensus with other Board Members and stakeholders to effectively discharge the mayoral functions. As such the elected Mayor as chair of the CA will need to exercise leadership skills to ensure the CA functions effectively.
- 6.3.2 It is the role of the Mayor to drive collective leadership with support from constituent authorities at the Board, in their position as Chair of the Board.

Contrasting views were given on the leadership provided through the Mayor during the Review of Governance, with a majority saying the Mayor could do more, citing that he had not engaged constituent authorities appropriately in major work such as the economic strategy. Equally others referred to the lack of a Mayoral team to support him. Yet others offered the opinion of long-standing cultural approaches within the CA that directed leadership through a top-down approach.

6.3.3 There have been a wide range of views expressed about the role and performance of the past and present mayors of the CA. What is clear is that there is an opportunity to develop this further, indeed an imperative to do so.

6.3.4 It is of note that:

- i. There was no preparation within the CA in advance of the election for the potential of a new Mayor
- ii. The adjustment of the officer support system in the CA was unable to adapt easily to the election of a new mayor
- iii. It is a matter of record that the practical arrangements of the new mayor's office resulted in significant tension and dysfunctionality within the CA

6.3.5 Some of this disruption and tension should have been expected, with the election of a new Mayor of a different party, different priorities and a different personality. It appears the inevitable risk of disruption with the election of a new and different Mayor was not mitigated by appropriate preparation, scenario planning and readiness for induction.

6.3.6 The Review of Governance highlighted the need for clarity on the role of the Mayor, the process for identifying clearly stated priorities of the Mayor, and for incorporating them into the overall strategic framework of the CA. This will require an integrated approach to strategy and policy development moving forward.

6.3.7 Individuals elected to the position of Mayor have the opportunity to shape the role in a variety of ways, perhaps to reflect their view of the needs of the area, or priority issues or personal preferences on issues and style.

6.3.8 In the CA the mayoral role appears to be framed substantially as 'chairman of the board', resulting in the Mayor chairing multiple meetings and a significant time investment overseeing operational decisions and processes. At this time in the life of the term much of the business is reactive and overly parochial.

6.3.9 While directly elected Mayors are a relatively new feature in the political landscape in England, observable practice from the earlier constituted MCAs features a range of practices and developments. In all cases the mayors find that exercising influence within the CA operations requires them to persuade and seek support for proposals if they are to be included in the strategies, business plans and budgets of the CA.

6.3.10 Some Mayors frame the role more explicitly, for example, as figurehead, or spokesperson for the region on key issues, lead campaigner on the issues and needs of the region, using convening power to develop networks, ideas and consensus on key or emerging issues.

6.3.11 In the CA these wider roles appear under-developed and the external role of the Mayor more limited. In the immediate past this may be partly a consequence of the lack of direct support, but also probably reflects the relative isolation from the substantive work of the CA.

6.3.12 There is no 'right' role but developing a clear description of the intended role would assist the organisation to design appropriate capacity and processes to support the Mayor and CA in implementing the target model.

6.3.13 The role of the Mayor can of course change. A new Mayor does not have to fill the same role as a predecessor, nor continue in the mode of his early months.

6.4 The Mayoral Office

6.4.1 Following the last Mayoral election in May 2021, the newly elected mayor established an office.

6.4.2 These arrangements and leadership of the Mayoral Office proved dysfunctional. While the specific personnel issue was resolved, the legacy of working arrangements was challenged by the previous Chief Executive and Monitoring Officer. This led to conflict and prolonged difficulties.

6.4.3 One perspective offered is that the approach to the appointment of a political advisor, related rules in the constitution, and the description of duties and authority over staff were all set very early in the first mayoral term and so it was argued that these arrangements should be continued in the subsequent term by the new Mayor.

6.4.4 The then Chief Executive took the view that these arrangements were inappropriate.

6.4.5 In relation to political appointments the legitimacy is contested. The then Monitoring Officer reached the judgement that such appointments were not permitted under the statutory order under which the CA was established. This view is also the opinion of officials at DLUHC and reflected in a letter from the then Minister to the then Mayor.

6.4.6 What is not disputed is that any such posts are 'politically restricted', i.e., that the individuals cannot be personally politically active. Nor can the mayoral budgets be used to support party political activity.

6.4.7 The attempt to confer authority for a political advisor in the Mayor's office to instruct CA staff through description in the job description is inappropriate and deliberately attempts to undermine the role of the Head of Paid Service and

confuse lines of accountability.

- 6.4.8 These arrangements were inappropriate and need to be changed.
- 6.4.9 The apparent difficulty of retaining externally appointed but highly experienced CEOs, and the significant external view that the MCA has not yet fulfilled its potential as a compelling single voice for the region begins to make sense.
- 6.4.10 Reading and reviewing the documentation concerning the Mayor's office and the options for a revised dedicated staffing complement it is quite striking that these designs feel like establishing a set of functions separate from the work of the CA – but which the CA needs. Indeed, in part they appear to set up alternative roles and resources to those needed by the CA – in strategy, public affairs, and communications.
- 6.4.11 In that light it is not difficult to see why there have been a history of apparently unworkable tensions between newly appointed CEOs, statutory officers and some senior officers and the 'office of the mayor'.
- 6.4.12 The reality is that the route for an individual mayor to promote their priorities is for them to be clearly articulated and for those to be incorporated into the business and financial planning processes and cycles. The CEO and senior management team should normally expect to work to these ends, whatever the political affiliation of a mayor and in the circumstance of change of mayor. Officers should develop and outline strategy and programmes which encompass the stated priorities of the Mayor within the overall plans and work programme of the MCA. The resolution of these issues is of course subject to the normal CA approval processes.
- 6.4.13 The supporting structure and ways of working need to be integrated to achieve Mayor and CA alignment, not designed to be separate, isolated, and positioned as if in opposition.
- 6.4.14 This issue has bedevilled the MCA probably since its inception. Creating clarity of roles and responsibilities and resolving the working approach, working practices and appropriate support arrangements are now a pre-requisite for the CPCA to 'mature' and build a path to greater effectiveness and success.

6.5 The governance of the CA

- 6.5.1 As noted above the overly complicated voting arrangements set out in the Order and Constitution need a mature political process in order for the MCA to be effective. A culture of discussion, trust and debate is also required to avoid the position whereby the use of negative powers referred to earlier or the use of veto powers. The Independent Review of Governance refers to contributing factors that have impacted the ability of Board in making effective decisions. These include the overwhelming burden of business, ineffective delegations and lack of strategic focus. For example, the recent papers to both the Business Board and the CA board feature agendas running to 500 pages.

6.5.2 The Review of Governance also refers to the role of mindset of board members, politics and the balance between time considering different constituent authority needs and matters of regional and strategic significance. This tension is a challenge all Combined Authorities face, but the demonstrably successful Combined Authorities utilise an approach of consensus which involves significant engagement at an early stage on key issues to help drive a more focused agenda that all parties can support in principle – and in public. Those topics where there are significant differences do not make it to Board for decision until an agreed way forward has been established prior to decision-making.

6.5.3 The pre-board processes and space for political and policy discussion are areas where substantial improvements can be made. This will support better strategic conversations and help inform and drive efforts to achieve consensus.

6.6 The capacity and capability to provide the organisation with clear and effective strategic direction

6.6.1 A high performing MCA might feature:

- i. A clear understanding of the respective roles and responsibilities of the Mayor, the board and managers and this is well understood throughout the organisation and provides for stability over time, across changes of key figures and political landscape
- ii. An organisational structure which is designed to be agile and take advantage of new demands or opportunities. This would feature planned capability and capacity to be able to respond to emerging external changes, and agility to deploy resources e.g., to bid for new funding pots
- iii. A clear statement of ambition, a 3-year strategy and overall priorities, and supporting suite of work plans, aligned to a Medium Term Financial Strategy (MTFS) and one year business plan

6.6.2 Since the start of the CA the role of CEO has not been settled, and there have been 5 changes in less than 5 years. Most recently an interim CEO has also been appointed, and in post since 4 July 2022. Further changes at Director level have left the senior officer leadership capacity overstretched.

6.6.3 After 3 different CEO arrangements during the first mayoral term, a new permanent appointment was made at the beginning of the second mayoral term. In July 2021 an experienced CEO was appointed and left by agreement. In the last 6 months an existing Director has been acting up for a short spell, 2 Director roles became vacant and left unfilled and, in very recently another has left the authorities employment. The effective senior management team at the end of June was severely depleted, with one fully operational Director aided by a half time, short term secondment of a Director from Cambridgeshire County Council.

6.6.4 Those senior managers who have been in post over the previous 8-9 months

have also been significantly concerned and distracted by problematic governance issues. In their stead a number of middle managers have had to step up, sometimes into more senior roles. This group of less experienced managers have also faced challenges resulting from often absent senior supervision and the extra challenge of engaging with difficult, complex and sometimes dysfunctional Board level behaviours. To put it bluntly they have kept the operation running in difficult circumstances and perhaps too often been subject to criticism for their efforts.

- 6.6.5 Capacity in the form of a clear and appropriately resourced structure has been lacking in the previous 6 months. Some key senior roles have become vacant, and proposals for a revised senior organisational structure have stalled. A report on staffing presented to the Board at the end of June 2022 suggested that almost 30% of posts were vacant.
- 6.6.6 Notwithstanding the difficulties resulting from a deficit in experienced, focused, senior management capacity the context was made more difficult in the absence of a clear strategy and priorities.
- 6.6.7 It is a common view from senior officers at CPCA and the constituent councils that far too much of the business at committees and Board concerns the parochial interests of single councils rather than applying regional strategy. It may well be however, that in the absence of agreed long term strategy, CA board members default to the more parochial agendas and details of operation.
- 6.6.8 Transport is a case in point. The CA is the strategic transport authority but requires the support of the 2 highways authorities to agree and deliver the overall strategy and priorities. Recent considerations at Board on the use of some funds for transport capital projects, or support for particular bus routes under threat, have resulted in sometimes strong challenge to proposals and promotion of local schemes.
- 6.6.9 What is missing is an overarching CA transport strategy which also outlines all the schemes that are required across the region which can advance and achieve the strategic objectives. With this sort of base of strategy, data and schemes the CA can charge its officers, in association with council officers, to apply available funds (whether from bids, programme underspends, or changes in deliverability) to secure best use of available funds more flexibly to achieve maximum effect for the region. Such an approach supports best progress on achieving the strategy and actively supports agility in the operations to make best use of available funds at any point in time.
- 6.6.10 This type of strategy led approach seems to work better in skills, in housing delivery and in use of the Local Growth Funds.
- 6.6.11 Some progress was attempted by the previous CEO. Workshops identified a statement of overall purpose, and identification of 'Six Keys' as a description of focus and overall priority. These statements exist and are sometimes used in scoring options for financial support, but they do not yet seem to be fully understood by all constituent authorities.

6.6.12 The lack of an overall – a corporate strategy – may in part reflect the legacy of a fragmented approach to maintaining an evidence base, a robust approach to the use of data and the practice of developing separate, even discrete, strategies for various activities across the CA interests.

6.6.13 It has been a common and frequent comment that the activity of the Business Board is separated from the main work of the CA and the agendas insufficiently integrated. It has also been observed by board members and CEOs of the councils that there is less alignment between the various strategies than is desirable. The early years of the CA reflect a form of organisation that is predominately programme/funding stream led rather than strategy led.

6.6.14 There remain major gaps in evidence and a lack of clarity on the overall strategy over the long and medium term This is exacerbated by a lack of cohesiveness in the Board, and a serious lack of senior officer capacity.

6.7 The impact of corporate governance on service delivery, the use of resources and on the organisation's ability to deliver best value

6.7.1 Ideally the following key documents and processes would be in evidence:

- i. A suite of strategic and operational plans, reviewed annually
- ii. A performance management infrastructure which features a 'golden thread' traceable from the 3-year strategy through service plans and teams to individual review and appraisal.
- iii. A performance management framework which features performance reporting, a formal PMO process, a clear risk management and assurance processes

6.7.2 A number of strategies and plans are evident which have been developed to guide work. Developments in the last year include the generation of a Statement of Purpose, adoption of a one-year business plan for 2022-23, a Sustainable Growth Ambition Statement, an Economic Growth Strategy, a Skills Strategy, Climate Action Plan and near completion of a new Local Transport and Connectivity Plan.

6.7.3 A statement of priority considerations, referred to as the 'Six Keys' has also been agreed and is intended to be used to assist with decisions on prioritisation

6.7.4 While these all fulfil a need to guide areas of work, a striking omission is an overall Strategic Plan for the medium term.

6.7.5 In summary while there are a number of important strategy documents some are now dated and it is felt they perhaps contribute to an unhelpful silo approach to work and the key observation is the absence of an overarching Strategic Plan. It may be pragmatic for this to span the mayoral term, but ideally should include some longer-term ambitions where delivery will inevitably straddle a

number of mayoral terms and the changing makeup of the CPCA.

- 6.7.6 In terms of performance management there appears to be an emergent performance reporting process. This data has not been reported in public until very recently but should be. It appears to be in an early stage of development and clearly its purpose is to chart progress and trigger compensatory action if reported action is less than planned.
- 6.7.7 The adoption of a formal project development process which conforms to the Treasury Green Book principle is a good feature. The PMO process is still in development, and there are questions about whether the necessary capacity is in place to serve the breadth and scale of the work of the CA. There is good work upon which to build, but the processes need to be refined and flexed for projects of differing scale.
- 6.7.8 If there was a 'golden thread' approach to performance it has frayed and disappeared. Team and individual target setting, support and review are a necessary part of a robust framework and this needs to be implemented without delay.
- 6.7.9 The Performance and Risk Committee – an internal officer group – was instituted last year. This is a process group which identifies corporate level risks, and sets out mitigating actions, timelines for action and specific responsibilities. This is good practice, but again will benefit from bedding down and becoming a regular feature of management control.
- 6.7.10 CEOs in constituent councils report that they have been substantially unsighted on key areas of performance. They have a role in supporting the board members and ensuring effective working between councils and CA staff. CEOs should be part of the review process as a matter of routine.
- 6.7.11 As expected there are annual workplans for internal and external audit. The work is guided by a combination of issues identified by the auditors and managers. Completed reports are presented to the Audit and Governance Committee if there are recommended actions, but not presented if there are not.

6.8 Financial sustainability

- 6.8.1 The Combined Authority's main source of continuing funding derives from the gainshare agreement over 30 years. Revenue funding is £8m per annum and this is a 'cash flat' allocation for 30 years, it does not increase with inflation. In addition there is an annual capital allocation of £12M per annum.
- 6.8.2 The bulk of funds available to the CA are either from allocated specific funds, or increasingly smaller short-term funds tightly tied to delivering specific priorities from various government departments.
- 6.8.3 Over the last 5 years this amounts to a gross income of c £640M.
- 6.8.4 It can be seen that the CA has been through a period of relatively high resource

and a high level of control in which it had access to substantial devolved capital funding including for example, Local Growth Funds (c. £150m), Transforming Cities Fund (£95m), and Housing Capital (£170m) grants, along with a reserve built-up of capital gainshare from the organisation's first few years. This has allowed the CA to create a large capital programme with a substantial degree of local determinism.

6.8.5 However, the CA is reaching the end of this period; all but one of the grant funds mentioned above have finished, with 22-23 being the final year of Transforming Cities Funding. Alongside this the direction of travel from government has been toward more centralised control of regional funds with new grants received in the last 2 years being allocated to specific projects based on bids, or tightly controlled initiatives, as opposed to allowing local determination. Examples include Skills Bootcamps, Zero Emissions Buses ZEBRA, the Getting Building Fund, Energy Retrofit grants, Active Travel capital grants, ERDF and ESF grants.

6.8.6 By 2025-26 the known funding sources for the CPCA will be:

- i. Gainshare (£8m revenue and £12m capital)
- ii. Adult Education Budget devolved funding (c. £12m revenue)
- iii. The Transport Levy (currently c. £13m revenue)
- iv. Local Transport capital maintenance grants (£27.7m capital – currently passed directly to PCC and CCC for delivery)
- v. LEP grants (core £375k and Growth Hub £246k both revenue)

6.8.7 This represents a reduction from a current one-year budgeted spend of over £250m (excluding Energy Retrofit grant programme) to less than £75m. A degree of success in bidding for additional centralised pots should continue which would sit on top of this baseline position, but there will be a substantial degree of uncertainty. The CA will also need to consider the impact of inflation on its budgets, perhaps in particular the relatively small revenue budget.

6.8.8 In comparison to the other 9 Mayoral Combined Authorities CA has a relatively small financial turnover, perhaps it might be argued, reflecting its geography and population. The funds it is able to apply derive from the long term 'gainshare' fund, sums allocated or 'won' through bidding processes, and some strands of reusable funds secured through short term loans provided through its programmes.

6.8.9 Powers set out in the Order also enable additional funds to be raised through a Mayoral levy and additional precept on business rates. Neither have been utilised by CPCA. Funds could be increased also by achieving greater success in 'winning' competitive funds and by successful lobbying for greater allocations or access to national funds.

6.8.10 CA has missed out on some large distributions of funding from government, for example, very large-scale funding for transport infrastructure was allocated by government only to the largest 'city region' MCAs.

6.8.11 There is some urgency for CA to consider its ambitions and what options it can consider raising funds appropriate to the scale.

6.9 Effective engagement with external partners

6.9.1 The engagement challenge for CPCA is significant and encompasses liaison and joint working with constituent authority partners, significant communications, media and PR activity and a need to develop wider influencing and public affairs activity.

6.9.2 There is a particular challenge to secure engagement with system partners on the development and delivery of their shared ambitions and programmes.

6.9.3 System partners report that this is variable. Anecdotally some areas of the business attract praise for the approach and in others significant criticism. It does appear that there is widespread acknowledgment of the need for improvement in this area and a willingness to pursue new, regular and systematic processes across the range of work. This needs to be crystalised as a strand of work based on consistent good practice and whose engagement and consultation analytics can benchmark success.

6.9.4 It is encouraging to hear references to 'co-production', collaboration and alignment. There is perhaps a bigger opportunity to be explored by all partners. Where the efforts to achieve something closer to co-production practically involves peers, with similar expertise and roles, from multiple organisations coming together, it may be an option to consider establishing say 2 shared roles, working on the integrated agenda, rather than 5 roles in 5 organisations 'spending' considerable time and resource.

6.9.5 The engagement challenge for CA is significant and is rooted in recruitment practice and comprising potential audiences from Central Government to public, private, community social enterprise and not for profit organisational leaders, elected councillors across multiple authorities, and residents.

6.9.6 The communications function is informed by a Communications and Engagement Strategy which has developed over the last two years to provide digitally focused, cross departmental comms that covers key decisions and milestones relating to the business of the Combined Authority and Business Board. It works with case studies and regular communications across different channels to show the difference the Combined Authority makes. This includes regular briefings to all councillors in all constituent authorities and sharing news in the weekly internal newsletter 'Happenings'.

6.9.7 Following the adoption of the Sustainable Growth Ambition the decision making for investments into projects are based on the 'Six Keys' which help develop the priorities of the Combined Authority. An early autumn programme of road

shows has been developed across the region which aims to raise awareness of how the work of the Combined Authority is making a difference to local communities and the drive for sustainable prosperity.

- 6.9.8 There are two important aspects of engagement which are directly connected to the development of its programmes. In reality, priorities need to reflect organisational vision and to be shaped and co-produced/designed by engagement between the CA those in constituent authorities, and relevant stakeholders. The second element is where consultations are governed by statute and play an important part in informing project delivery. Similarly, much of the delivery of programmes and projects is dependent on constituent authorities through regulatory approvals, sometimes application of local authority assets or funds and sometimes in undertaking direct delivery.
- 6.9.9 Practice in this sense of co-production varies across programmes and strands of work. Partners value the approaches in the use and reuse of local growth funds, skills and the housing programme. What is needed is a more consistent consultation and engagement approach based on strategy planning, stakeholder mapping, clear understanding of resource and the latest digital tools that can be used to ensure transparency and openness of process.
- 6.9.10 The area where a change in approach is required relates to transport. The issues, strategic choices and short-term project choices are complex and often politically contested. They also require long term strategy and sustained long term investment where ambition outstrips available funds by some margin.
- 6.9.11 However making the best case for increased investment funds from government will not be achieved by public bickering about individual interests and local schemes. CA's best case for increased investment will be based on a strong clear single voice.
- 6.9.12 The opportunity for the CPCA is to generate a single, more salient and compelling voice for the needs of the region. This is not evident in the CPCA region. This appears to be an undeveloped area and missed opportunity despite calls from central government to speak in one voice.
- 6.9.13 The potential role of the Mayor as the figurehead, and sometime actor, for the regions needs and issues appears very significantly underdeveloped. This is partly due to the lack of development of what the Mayors role should be in communications and influencing. It is everyone's loss for this not to be developed.
- 6.9.14 There is little evidence of systematic public affairs activity, either with the region's MPs, with council leaders, major business leaders or directly with government. It is not even clear whether council leaders promote opportunities for the region through the CPCA, nor whether this happens via significant influential figures in the universities, institutions and in the Business Board. What is missing is a public affairs function that then communicates the funding and political support needed to turn these priorities into a reality.

- 6.9.15 There are many operational contacts between officers of the CPCA and councils with specific government departments about bids and programmes, but apparently little systematic public affairs activity or Mayoral fora, which would be typical of influencing policy within other Mayoral Combined Authorities.
- 6.9.16 There are of course several features which need to underpin this type of approach. The overall strategy needs to be developed, the inevitable local political perspectives need to be resolved out of the public eye, all parties need to get behind the top priorities and present a united front to Whitehall and other key audiences so a compelling and meaningful communications, engagement and public affairs strategy can be delivered.
- 6.9.17 The Mayor and members of the CA are yet to understand the shared leadership role they have to play and speak with one voice for the region. Until they embrace their shared responsibility and develop this role the region may not receive the potential benefits that a high functioning CA might hope for.
- 6.9.18 There is an opportunity to build this capacity and ambition, but the organisation will need to adopt a different political and organisational culture and create capacity to support this work.
- 6.9.19 Amongst the constituent councils there is a widespread view that CPCA has been too inward focused, and not developed a systems approach to many areas of working. In part this reflects the deliberate policy of the previous Mayoral administration to exclude CEOs of the constituent local authorities from playing any role in the governance and engagement structures.

7. Prospects for improvement

- 7.1 The CA commenced operations in 2017 as an entirely new venture. With no pre-existing basis in longer term shared services or partnership it was starting from scratch. A gateway review for the CA was conducted in 2020 and provides an assessment of the progress of the organisation.
- 7.2 A number of positive points were noted. They related to the good practice of commissioning the independent economic review (the CPIER), and its value in providing the investment programme with a guiding purpose. The review also noted the changing context featuring strong economic growth, and a significant increase in jobs and productivity.
- 7.3 The review also identified areas for learning and improvement. The main points were:
- i. A need for better budget planning and management of projects – and less variation for subsequent costs and outturn
 - ii. A need to maintain more sustained stability in staffing structures, to support more robust programme management practice

- iii. To recognise the importance of partnership working and delivery through partners
- iv. To develop a more collaborative model of working with senior managers in constituent authorities
- v. Improved transparency
- vi. And work to improve engagement with business including with a view for business to make a difference

7.4 It is remarkable how familiar these points seem in 2022.

7.5 This points to the importance of a fundamental reset and a gear change in operating and management practice and effectiveness.

7.6 Some things have changed that suggest that improvement at this juncture can be more successful. These are:

1. 7.7A stated wish from the Mayor and all CA Board members that the effectiveness and culture of the CA board must change, and improvements secured
2. 7.8A clearly voiced wish from the political leadership of CA, as council leaders, that CEOs of the constituent authorities should be integrated into the planning, preparation and delivery processes.
3. 7.9A clear statement from the CEOs collectively that they will take this responsibility and that this change is manifested in a regular monthly meeting with the CEO of the CA to focus on CA business. This is now a feature of the planned business and engagement
4. 7.10 Within the CA structure and business processes, a formal PMO function has been established, a gateway process for project planning and management instituted, and an officer led Performance and Risk Committee'.
5. 7.11 With regard to business engagement and its role, a review has been commissioned to inform decisions about the future role of the Business Board, its functioning and arrangements. A new Chair was appointed in July and is fully engaged in the review and development

7.12 The CA has indicated that it wishes to draw a line under recent problem issues, and to tackle the improvement agenda. In support of this objective recent arrangements and actions include:

- i. Appointment of an interim CEO with the remit to drive improvement
- ii. Agreement to the process of self-assessment and development of an improvement plan, via a report to the CA board in July

- iii. Adoption of the report produced in response to its commission, the Independent Review of Governance.
- iv. Securing additional senior staff resources through the appointment of 2 experienced interim Directors and agreeing some secondment arrangements with constituent authorities
- v. Appointment of one member of the CA board as a lead member for governance

7.13 While there is a significant improvement agenda, there is evidence of some recent improvement, implementation of organisational arrangements and capacity, and a strongly expressed commitment from all political and management figures to pursue the changes necessary.

7.14 The CPCA has clearly not learned the lessons from other MCAs, including some more recently established. It has been too inwardly focused. It has struggled over its existence and clearly is some way short of the political and managerial practice in the best MCAs. All interested parties want change and for the CPCA to become more effective on behalf of the region. Fundamentally these wishes and good intentions need to be translated into noticeable and visible change to behaviours by the board, both individually and collectively

There are a number of urgent and important areas for improvement. These are:

- vii. Establish clarity on the scale of political ambition, and develop an overarching strategy for the remainder of this mayoral term, to chart the next steps on that journey. This needs to include defining the purpose and role and in particular where the CPCA can add value.
- viii. Implement a comprehensive reset of ways of working and align the policy development and pre-board processes to support this
- ix. Prioritise work to establish a long-term strategy for transport, an urgent development of a bus strategy and review the role and functioning of the Business Board
- x. Undertake a strategic review of income projections, including options, to secure sustainability and the possibility of taking a more strategic approach to the application of funds for identified priorities
- xi. Design and implement an organisation for today's performance, and with the agility to act on emerging demands and opportunities
- xii. Map the approach, capacity and arrangements needed to build an effective public relations and influencing delivery operation

Draft action plan – deliverables over the next 3 months

Key outcomes	Narrative	Actions	Delivery date	Owners
A. Establish clarity on the scale of political ambition and develop an overarching strategy for the remainder of this mayoral term, to chart the next steps on that journey. Theme Lead: Fliss Miller				
Outcome A1: A clear strategic plan for the CA is in place with deliverables to take CA from now until end of current Mayoral Term	<p>Review of governance identified lack of clarity and lack of detail regarding the strategic direction of the organisation. Chief Executive's assessment identified short-term focus of organisation.</p> <p>Impact is lack of direction with identified deliverables to drive the organisation, also results in confusion over purpose and value of CA and leads to missed opportunities regarding future devolution debate and future funding bids.</p>	<p>1: A Mapping exercise to identify all existing Board approved strategy and agreed priorities/ objectives</p> <p>2: Engage with the Mayor to identify mayoral policy agenda priorities for the rest of current Term</p> <p>3: Review of devolution deal and deliverables</p> <p>4: Develop overarching strategic plan for the CA to be presented to Chief Executives Group and Leaders Strategy Meeting for discussion in November and December</p>	<p>Oct 2022</p> <p>Oct 2022</p> <p>Oct 2022</p> <p>Nov/Dec 2022</p>	Chief Executive, Gordon Mitchell

Key outcomes	Narrative	Actions	Delivery date	Owners
		5: Develop overarching strategic plan for the CA to be presented to Board 25 January 2023	Dec 2022	
<p>Outcome A2:</p> <p>Organisational operating values and principles are in place that inform the approach the CA takes to how it operates.</p>	<p>The review of governance revealed that the CA would benefit from the establishment of a core set of values/ principles that set out the approach the CA will take to delivering its purpose and how it will operate, this is key to moving forward as a collective and building trust and relationships between the CA and its constituent members.</p>	<p>1: Executive Team to review values/principles together with staff to steer how the CA operates moving forward</p> <p>2: Engagement with Chief Executives Group to review relevant values/principles and impact this will have on operations moving forward – identify behaviours and ways of working expected to be visible as a result</p> <p>3: Engagement with Board (via Leaders Strategy Meeting) to review values/principles and impact on operation moving forward – identify behaviours and</p>	<p>Sept 2022 - Complete</p> <p>Sept/ Oct 2022</p> <p>Oct 2022</p>	<p>Chief Executive, Gordon Mitchell</p>

Key outcomes	Narrative	Actions	Delivery date	Owners
		<p>ways of working expected to be visible as a result</p> <p>4: Engagement with partners to review values/principles and impact on operation moving forward – identify behaviours and ways of working expected to be visible as a result</p> <p>5: Agree values/ principles and associated impact statement (impact on engagement/ co-production/ future strategy development/ staffing behaviours etc)</p> <p>6: Development of next steps for how values/principles will impact direction of CA (Organisational Transformation)</p>	<p>Oct 2022</p> <p>Nov 2022</p>	

Key outcomes	Narrative	Actions	Delivery date	Owners
			Dec 2022	
<p>Outcome A3:</p> <p>Insight and evidence are used to assess the state of the region and inform policy direction and priorities for the CA</p>	<p>A Review of the policy cycle of (i) priority setting, (ii) agreeing objectives and projects to (iii) deliver on the objectives and (iv) performance management pointed to a significant loss of focus.</p> <p>Evidence collected points to the CA having some examples of good practice of commissioning evidence and using this to formulate policy, but this approach is not an organisation habit or designed into the operation and practice of the authority.</p>	<p>1: Map the future requirement for evidence for policy making for the CA and support the establishment of lines of enquiry / evidence gathering to meet that requirement.</p> <p>2: Work with the Mayor's office to recognise bodies providing policy advice to the mayor (action linked to providing sufficient strategic policy advice to the Mayor – see A5).</p> <p>3: Work with partners to identify opportunities to cooperate on existing and new regional data and develop/ assess an ongoing evidence base.</p> <p>4. Develop a plan to deliver a 'state of the region' assessment to inform strategy and vision direction (following on from the original independent economic review.</p>	<p>Mapping completed by end Dec 2022 with evidence required funding programme agreed by Board.</p> <p>Nov 2022</p> <p>Dec 2022</p> <p>Dec 2022</p>	<p>Director of Transformation, Angela Probert</p> <p>Corporate Strategy Team. Governance Team. HR Lead, Martin Jaynes / Recruitment team</p>

Key outcomes	Narrative	Actions	Delivery date	Owners
<p>Outcome A4:</p> <p>The strategic policy framework for the Combined Authority is re-established</p>	<p>Information collected points to the CA having some examples of good practice of commissioning evidence and using this to formulate policy, but this approach is not an organisational habit or designed into the operation and practice of the authority</p> <p>There is some confusion about the ability to influence policy development and funding either through CA business planning or policy development.</p>	<p>1: Map and redevelop the organisation's Strategic Policy Framework</p> <p>2: Confirm the Mayor's and Board and committee roles in formulating policy.</p> <p>3: Develop a clear purpose statement for each policy document including how it influences future funding proposals.</p>	<p>Mapping completed by end Dec 2022 with programme of renewal agreed by Board.</p> <p>Dec 2022</p> <p>Dec 2022</p>	<p>Director of Transformation, Angela Probert</p> <p>Corporate Strategy Team together with organisation policy leads.</p>
<p>Outcome A5:</p> <p>The mayor's operating arrangements and appropriate office support is in place and fit for purpose</p>	<p>The Chief Executive's assessment identified the issues caused by previous mayoral office structure and confirmed DLUHC guidance on allowed roles within the mayoral office.</p> <p>The review of governance also highlighted the impact of a lack of</p>	<p>1: Agree staffing structure for office of Mayor alongside the current senior management team restructure</p> <p>2: Develop job descriptions and gradings for agreed roles</p>	<p>Oct 2022</p> <p>Oct 2022</p>	<p>Chief Executive, Gordon Mitchell</p>

Key outcomes	Narrative	Actions	Delivery date	Owners
	support to the Mayor in producing a mayoral policy agenda.	3: Recruitment campaign for roles (if vacant)	Oct 2022	
Update <ul style="list-style-type: none"> • Project Board meetings for theme scheduled. • Work on draft project initiation document and project plan underway. • Project initiation meeting took place 20th September. 				
B. Implement a comprehensive reset of ways of working and align the policy development and pre-board processes to support this Theme Lead: Steve Cox,				
Outcome B1: The Board's ways of working have been reset to enable it to operate in effective and strategic manner	<p>The Chief Executive's assessment, supported by the review of governance identified the need for a reset in the ways of working of the Board.</p> <p>The burden of business, pre-board process and reporting to the board were barriers to effective Board behaviour and operation.</p>	<ol style="list-style-type: none"> 1. Review Board role and responsibilities so it is more strategic in its way of working 2. Examine required/ opportunities for delegations from Board to Officers 3. Examine required/ opportunities for delegations from Board to Executive Committees 4. Develop a strategic remit/ term of reference for the Board 	<p>Oct/ Nov 2022</p> <p>Oct/ Nov 2022</p> <p>Oct/ Nov 2022</p> <p>Nov 2022</p>	<p>Governance Improvement Lead, Jodie Townsend,</p> <p>Monitoring Officer, Edwina Adefehinti</p>

Key outcomes	Narrative	Actions	Delivery date	Owners
		<p>supported by appropriate delegations</p> <p>5. Develop member friendly template for Board reports</p> <p>6. Provide report writing training for authors</p> <p>7. Develop 6-month forward plan with supporting forward look document for items to be added to the forward plan</p> <p>8. Redesign Board committee cycle to ensure pre-board requirements identified within review of governance are delivered</p> <p>9. Move to a bi-monthly Board cycle</p>	<p>Oct/ Nov 2022</p> <p>Nov 2022 ongoing</p> <p>Nov 2022</p> <p>Nov 2022</p> <p>Dec 2022</p>	
Outcome B2:	The review of governance highlighted the impact on the burden of business at Board a lack of	1. Review Executive committee roles and responsibilities	Oct/ Nov 2022	Governance Improvement Lead, Jodie Townsend,

Key outcomes	Narrative	Actions	Delivery date	Owners
Executive Committee ways of working are reset to enable them to operate in a more effective manner	delegations to Executive Committees was having. It also highlighted missed opportunities to engage informed partners and membership at Executive Committee level on thematic specifics.	<p>2. Examine required/ opportunities for delegations from Board to Executive Committees</p> <p>3. Develop new terms of reference for Executive committees</p> <p>4. Develop member friendly template for reporting Executive committee matters to Board</p> <p>5. Redesign cycle to ensure pre-cttee requirements identified within review of governance are delivered</p>	<p>Oct/ Nov 2022</p> <p>Nov 2022</p> <p>Nov 2022</p> <p>Nov 2022</p>	Monitoring Officer, Edwina Adefehinti
Outcome B3: Transitional Committee Structure implemented	<p>Review of governance highlighted gaps within the existing committee structure, particularly in relation to thematic topics around place, sustainable growth and economic growth.</p> <p>The Housing & Communities Committee is no longer required and its wider role to be subsumed into a</p>	<p>1. Develop options for transitional committee structure</p> <p>2. Align options with forward plan, mayoral policy agenda, agreed strategic objectives</p>	<p>Sept/ Oct 2022</p> <p>Oct/ Nov 2022</p> <p>Oct 2022</p>	<p>Governance Improvement Lead, Jodie Townsend,</p> <p>Monitoring Officer, Edwina Adefehinti</p>

Key outcomes	Narrative	Actions	Delivery date	Owners
	Place based committee in the new structure.	<p>3. Examine devolution deal to ensure options deliver devolution requirements</p> <p>4. Engage Executive Team – Chief Executives Group – Leaders Strategy Meeting on options</p> <p>5. Propose transitional committee structure</p>	<p>Oct/ Nov 2022</p> <p>Dec 2022</p>	
<p>Outcome B4:</p> <p>Policy space for Board is developed and aligned to the policy development process</p>	<p>A significant problem identified in the Self-Assessment is insufficient agenda time for evidence to be reviewed by Board members and committees, debated and time given for officers to convert expressed views into proper policy proposals</p> <p>This is supported by conclusions within the review of governance regarding the impact of a lack of policy space. The assessment by the Chief Executive also highlights the need for a safe policy space where Board can have political discussions and impact strategic direction of the CA as well as</p>	<p>1: Re-envisage Leaders Strategy Meeting into a policy space to enable board members to engage with the policy-cycle fully supported by their respective chief executives.</p> <p>2: Develop supporting cycle and process for policy space, utilising existing dates where possible for meetings</p> <p>3. Align policy space with forward look and forward plan to develop initial work programme</p>	<p>Oct/ Nov 2022</p> <p>Nov 2022</p>	<p>Interim Director of Transformation, Angela Probert</p> <p>Governance Improvement Lead, Jodie Townsend</p> <p>Corporate Strategy Team together with organisation policy leads.</p>

Key outcomes	Narrative	Actions	Delivery date	Owners
	<p>identify consensus on the width of the strategic agenda.</p> <p>Review of the policy cycle of (i) priority setting, (ii) agreeing objectives and projects to (iii) deliver on the objectives and (iv) performance management pointed to a significant loss of focus with a general non-specific approach emerging</p>	4. Begin policy space meetings	<p>Nov 2022</p> <p>Nov/ Dec 2022</p>	
<p>Outcome B5:</p> <p>Informal governance mechanisms are in place that reset ways of working with constituents and partners</p>	The review of governance and the assessment by the Chief Executive highlighted the lack of established informal governance mechanisms in support of the governance framework and the need to reset ways of working through engagement and co-production with constituents and partners.	<p>1. Develop steering cttee proposals based on draft transitional cttee structure options</p> <p>2. Engagement with partners/ constituents</p> <p>3. Propose steering cttee structure and supporting processes</p>	<p>Oct 2022</p> <p>Nov 2022</p> <p>Dec 2022</p>	<p>Director of Transformation, Angela Probert</p> <p>Governance Improvement Lead, Jodie Townsend</p> <p>Corporate Strategy Team together with organisation policy leads.</p>

Key outcomes	Narrative	Actions	Delivery date	Owners
<p>Outcome B6:</p> <p>The culture and operation of the CA supports it as an effective, high performing organisation</p>	<p>There is a critical need to ensure the CPCA's core vision and revised strategic direction are reflected in the values of the organisation. There has not been an effective process of embedding this 'golden thread' into the organisation's ways of working. The culture of responding to rapid governance cycles/rapid implementation has been at the expense of longer-term horizon scanning and resource planning for those needs. Related to this, there is an inconsistent culture of adherence to the CPCA's project management, governance and delivery processes.</p> <p>A dynamic organisation with changing powers and responsibilities needs to have an ongoing cultural change programme and organisational development focus.</p> <p>Address the culture of the relationship between CPCA officers and constituent councils' members/officers (and vice versa)</p>	<p>1: In support of Action A2, set out values and vision for how the CPCA will operate as a high performing organisation (as an addition to its vision on what it can deliver).</p> <p>2: Establish an enduring, structured, culture change programme to embed CA's core vision, revised focus of strategic direction, and evolving responsibilities.</p> <p>3: Engage all staff in the change management process. Benchmark and regularly view staff perceptions to map progress.</p> <p>4: Continuous improvements are part of the CPCA culture and are supported in a revised organisational structure with a designated lead identifiable at SMT level.</p>	<p>Dec 2022</p> <p>Dec 2022</p> <p>Benchmark staff perceptions Sept 2022, repeat Dec 2022</p> <p>Nov 2022</p>	<p>Director of Transformation, Angela Probert / Executive Team</p> <p>Director of Transformation, Angela Probert / HR Lead, Martin Jaynes</p> <p>Director of Transformation, Angela Probert, / HR Team</p> <p>Chief Executive, Gordon Mitchell</p>

Key outcomes	Narrative	Actions	Delivery date	Owners
	as it was inconsistent, with missed opportunities for co-design and collaborative approaches.	5: Embed values of joint working, including collaborative approaches / shared resources.	Dec 2022	Executive Team / Chief Executives Group
Outcome B7: A revised senior leadership structure in place to provide the organisation with clear and effective strategic direction and capacity	The high turnover of senior management staff, and other vacancies in the staffing structure, has led to the lack of a consistent approach in normalising the organisational culture. This has impacted on both performance and morale. The extensive breadth of work requires specialist and/or flexible capacity that is stretched.	1: Implement Board recommendation on the development of new organisational structure and commence the recruitment of permanent SMT roles.	Dec 2022	Chief Executive, Gordon Mitchell / HR
Outcome B8: External partners recognise the CA has a culture of effective engagement	Recent changes have been made on external engagement, including the scheduled Six Keys Roadshows.	1: Implement a culture of collective engagement, increasing the opportunities to co-design policy responses, including Business Plan review, projects and programmes.	Dec 2022	Executive Team

Key outcomes	Narrative	Actions	Delivery date	Owners
	<p>There is an existing view that external partners have been engaged on projects but not as effectively on the strategic direction of the organisation.</p> <p>There was also felt to be a lack of clarity on the role of constituent councils, at times feeling like external partners with the culture as one of "done to" rather than "done with".</p>	<p>2: Set out principles in an engagement protocol.</p> <p>3: Clarify ways of operational working with constituent Councils. Embed values of joint working, including collaborative approaches / shared resources. Drive improvement through shared culture on performance management.</p>	<p>Dec 2022</p> <p>Dec 2022</p>	<p>Executive Team / Chief Executives Group</p> <p>Executive Team / Chief Executives Group</p>
<p>Update:</p> <ul style="list-style-type: none"> • Project Board meetings for theme scheduled. Work on draft project initiation document and project plan underway. • Governance Action Plan started. • Constitution Development Group underway. • Approach to minutes agreed. • Executive Committee Packs at Board – ownership from Lead Member start • B6: Benchmark staff perception survey for September complete. Survey findings shared with Senior Management Team and individual teams. Exercise to be repeated every 3 months. • Project initiation meeting took place 27th September. 				
<p>C. Prioritise work to establish a long-term strategy for transport and review the role and functioning of the Business Board. Theme Lead: Steve Clarke</p>				

Key outcomes	Narrative	Actions	Delivery date	Owners
<p>Outcome C1:</p> <p>A long-term strategy for Transport is in place that meets the growth needs of the CA area.</p>	<p>An indistinct long-term view on the purpose of the CA in relation to transport has been highlighted by the Chief Executive's assessment and the review of governance.</p> <p>The CEX assessment highlighted the need for a long-term approach to transport strategy given the CAs transport responsibilities and regional position.</p>	<ol style="list-style-type: none"> 1. Review draft Local Transport and Connectivity Plan in light of significant public consultation responses, key technical workstreams and government guidance. Providing update internal and external stakeholders. 2. Members to agree CA's collective position on key policy tools. 3. Create a purpose statement specific to the CA's transport function. 4. Undertake a thorough programme review for short-, medium- and longer-term schemes (single project register). 5. Agree roles and responsibilities with Highway Authorities and contractors on all key transport schemes (following single project register review). 	<p>Dec 2022 (reliant on release of DfT's guidance)</p> <p>Dec 2022</p> <p>Nov 2022</p> <p>Nov 2022</p>	<p>Head of Transport, Tim Bellamy</p> <p>Head of Transport, Tim Bellamy</p> <p>Head of Transport, Tim Bellamy</p> <p>Head of Transport, Tim Bellamy</p>

Key outcomes	Narrative	Actions	Delivery date	Owners
	<p>There is a need to address matters raised within the review of governance regarding future role of the Business Board.</p> <p>Opportunity to examine approach to delivery and future development of economic growth strategy</p>	<p>4. Engagement with Mayor – Leaders Strategy Meeting – CEX Group – Exec Team – Business Board</p> <p>5. Develop options for future role and function of Business Board</p>	<p>Oct 2022</p> <p>Oct/ Nov 2022</p> <p>Dec 2022</p>	
<p>Update</p> <ul style="list-style-type: none"> • Project Board meetings for theme scheduled. • Work on draft project initiation document and project plan underway. • Project initiation meeting took place 27th September. 				
<p>D. Undertake a strategic review of income projections, including options, to secure sustainability and the possibility of taking more control of the application of funds for identified priorities</p> <p>Theme Lead: Tim Bellamy</p>				
<p>Outcome D1:</p>	<p>Medium Term Financial planning points towards the changes in funding programme structure from government combining with inflation</p>	<p>1: Within the 2023/24 business planning process fully explore the impact of funding changes with the board and committee.</p>	<p>Strategic finance paper produced by Oct 2022</p>	<p>Head of Finance, Jon Alsop</p>

Key outcomes	Narrative	Actions	Delivery date	Owners
The CA has identified sustainable income options and has the capacity and capability to proactively develop effective cases for future funding.	<p>reducing the CPCAs funding envelope and flexibility on into the future.</p> <p>There is a significant move towards bidding rounds for very specific funds rather than straight delegation.</p>	2: Develop an action plan designed to yield best value for the CPCA area from future funding streams	Action plan incorporated into 2023/24 business plan.	Director of Corporate Service, Mark Parkinson
Update <ul style="list-style-type: none"> • Project Board meetings for theme scheduled. • Work on draft project initiation document and project plan underway. • Project initiation meeting took place 29th September. 				
E. Design and implement an organisation for today's performance, and with the agility to act on emerging demands and opportunities Theme Lead: Jodie Townsend				
Outcome E1: The PMO has refreshed Terms of Reference for Programme Office including a resource plan that matches its enhanced role in the organisation	<p>Expand PMO ability to drive programme management improvement including additional monitoring and evaluation responsibilities.</p> <p>A revised corporate commitment to the use of the 10-point plan and strengthened terms of reference for</p>	1: As part of the wider governance review, carry out a Review of PMO Terms of Reference including a strengthened corporate mandate especially given the inclusion of an enhanced monitoring & evaluation role.	Dec 2022	Head of PMO Chris Bolton / Governance Improvement Lead, Jodie Townsend

Key outcomes	Narrative	Actions	Delivery date	Owners
	<p>the PMO is needed to drive continuous improvement and delivery across the organisation and with partners.</p> <p>Resources commensurate to supporting this work should be considered, both capacity and capability.</p>	<p>2. Carry out a review of the PMO capacity and capability to ensure that the entire work programme is supported.</p>	<p>Dec 2022</p>	<p>Head of PMO / Chris Bolton</p>
<p>Outcome E2:</p> <p>A robust and effective performance management framework is in place</p>	<p>Whilst a new sustainable growth ambition statement has been agreed and funding allocated to new projects. Indicators have been developed against this however it is unclear how the authority expects to work towards the outcomes and what contribution is expected from each of the funded projects.</p> <p>Performance management does exist for the delivery of projects but is less secure on the achievement of objectives and then outcomes.</p>	<p>1: Design draft performance management framework with a tiered approach.</p> <p>2.: Engagement with Executive Team, CEX group and Leader's Strategy Meeting</p> <p>3. Performance management framework proposal to Audit & Governance Committee</p>	<p>Oct 2022</p> <p>Oct/ Nov 2022</p> <p>Nov 2022</p>	<p>Director of Transformation Angela Probert/</p> <p>Jodie Townsend Governance Improvement Lead</p> <p>Corporate Strategy Team together with organisation policy leads.</p>

Key outcomes	Narrative	Actions	Delivery date	Owners
<p>Outcome E3:</p> <p>The organisation has a comprehensive Risk management process embedded in the corporate governance framework.</p>	<p>The PMO has developed a risk register and process that it subjected to external examination. The review suggested 9 improvements, 4 of which have been completed.</p> <p>Overall, whilst the risk assessment process was found to be robust, the review concluded organisation does not have a fully effective Corporate Risk Management Strategy, for example it is currently without a stated organisational risk appetite.</p> <p>The reviewer also concluded that to be fit for excellence there are other areas of weakness that relate to the current corporate governance model- for example the PMO has initiated a lessons learned log-but this also requires embedding in the CA's governance framework.</p>	<p>1: The implementation of the Risk Pathfinder Review as a key priority within the review of governance</p> <p>2: Risk Management training to be rolled out corporately including risk appetite training.</p> <p>3: Risk Management Framework to be updated.</p> <p>4: Carry out a review of lessons learned and establish an action plan to implement a corporate arrangement.</p>	<p>Dec 2022</p> <p>Dec 2022</p> <p>Dec 2022</p> <p>Dec 2022</p>	<p>Director of Transformation, Angela Probert / Head of PMO, Chris Bolton</p> <p>Head of PMO, Chris Bolton / HR Lead, Martin Jaynes / Head of Finance, Jon Alsop</p> <p>Head of PMO, Chris Bolton</p> <p>Head of PMO, Chris Bolton</p>
<p>Outcome E4:</p>	<p>The PMO should be the benchmark and standard bearer of standards of programme management and play a</p>	<p>1: Establish a regime of corporate training with resource embedded within the PMO team, with the</p>	<p>Dec 2022</p>	<p>Director of Transformation, Angela Probert /</p>

Key outcomes	Narrative	Actions	Delivery date	Owners
Corporate Project Management regime and culture embedded across the CA .	strong role in ensuring that partners adhere to those standards, through training and mentoring as well as more formal assessment of, for example business case submissions.	outcome of adopting national best practice for project management, performance management and business case preparation accessible to partner organisations. (HMT Green Book standard, Gov Functional Standard GovS 002: Project delivery portfolio, programme and project management compliant).		Head of PMO, Chris Bolton
Outcome E5: Soft market testing exercise to be undertaken with regards to the procurement of bespoke project management software to allow access to performance information to be improved.	The self-assessment noted that partners have reported that the data on projects, held on shared platforms (for example SharePoint) could be made more accessible.	1: Investigate and implement more efficient system for collation and presentation of performance information for the organisational and partners.	Dec 2022	Director of Transformation, Angela Probert / Head of PMO, Chris Bolton
Update <ul style="list-style-type: none"> • Project Board meetings for theme scheduled. • Work on draft project initiation document and project plan underway. • Project initiation meeting took place 23rd September. • E2: Work on the Design draft performance management framework with a tiered approach has started. 				

Key outcomes	Narrative	Actions	Delivery date	Owners
<ul style="list-style-type: none"> • E3: 1: The implementation of the Risk Pathfinder Review as a key priority within the review of governance is underway. 4 of the 9 recommended actions are complete, 2 partially complete and 3 outstanding. • 2: Risk Management training to be rolled out corporately including risk appetite training. The training specification has been agreed and will take place in late Oct 2022. Training will be offered to internal CPCA staff and external staff including programme managers of subsidiary companies. A risk appetite exercise is scheduled for Nov 22 and will include a A&G Development session. • E4: Corporate programme/project accreditation work for the CPCA began in September. Costs have been received and next steps are being agreed. • E5: Performance Management software procurement, soft market testing exercise now complete. Procurement to follow in Oct. 				
<p>F. Map the approach, capacity and arrangements needed to build an effective public relations and influencing delivery operation</p> <p>Theme Lead: Jon Alsop</p>				
<p>Outcome F1:</p> <p>The Combined Authority performs a demonstrable role in advocacy for the region.</p>	<p>Part of the narrative that has emerged from the self-assessment work is the need to rebuild the credibility of the CA after a period of significant disruption. Representing to government, national delivery partners and regional bodies an organisation that they can have confidence in.</p> <p>This is to support the securing of future resources and partnership support for the long-term growth strategy for the area.</p>	<ol style="list-style-type: none"> 1. Map the approach, capacity and arrangements needed to support an effective public-relations and influencing operation. 2. Prepare a plan to develop the CA into a organisation that performs a strong advocacy role for the area. 	<p>Mapping completed by end Nov 2022</p> <p>Development plan approved by end Jan 2023</p>	<p>Chief Executive, Gordon Mitchell</p> <p>/ Head of Communications, Emily Butler</p>

Key outcomes	Narrative	Actions	Delivery date	Owners
<p>Update</p> <ul style="list-style-type: none"> • Project Board meetings for theme scheduled. • Work on draft project initiation document, project plan and defining outcomes and dependencies are underway. • Project initiation meeting took place 28th September. 				

Cambridgeshire and Peterborough Combined Authority Independent Improvement Board

Proposed Terms of Reference

The Cambridgeshire and Peterborough Combined Authority Independent Improvement Board has been established to provide challenge and support to the issues identified in the Improvement Framework report presented to the Board on 27 July 2022.

1. Purpose

The purpose of the Independent Improvement Board (IIB) is:

- To provide external advice, challenge, and expertise to Cambridgeshire and Peterborough Combined Authority to ensure focus, grip, pace and effective change on key areas identified.
- To drive forward the delivery of the Combined Authority Improvement Plan agreed by the Combined Authority Board.
- To provide assurance to the Combined Authority Board and external agencies of the progress on delivering the key outcomes and associated activity set out in the Improvement plan.
- To identify and share learning and best practice with Members and Officers on all activities included in the Authority's Improvement Plan, including identification of development opportunities for both members and officers.

This will involve:

- Providing regular advice, challenge, and support to the Combined Authority; on the full range of identified improvement activities, and in particular on delivery of the recommendations in the External Auditor letter 1 June 2022 and Governance review 27 July 2022.
- Ensuring there is a single, integrated, and holistic Improvement Plan that can be clearly understood and communicated internally and externally and to receive regular reports on progress against it and the effectiveness of actions taken
- Providing monthly reports to the Combined Authority Board on the progress of the delivery of the Improvement activity.

- Providing written commentary on the Council's progress to the Secretary of State for Levelling Up, Housing and Communities on the Combined Authority's progress.
- Investigating any activity within its terms of reference and seeking any information it requires from any member of staff (in compliance with the CPCA's Member/Officer Protocol); who will be directed to co-operate with any request made by the IIB.
- Obtaining outside legal or other independent professional advice and to secure the attendance of others with relevant experience if it considers this necessary or beneficial to its work.

2. Accountability

- The Improvement Board will be accountable to the Combined Authority Board and respond as required; through agreed reporting mechanisms and timelines to requests for information on progress, key risks and shared learning.
- The IIB will receive reports from the Improvement Programme Group on a regular and timely manner in line with agreed reporting timelines.
- The IIB will ensure the Chairs of Audit & Governance Committee and the Overview and Scrutiny Committee receive regular updates on all improvement action.

3. Membership of Independent Improvement Board (to be confirmed)

Members:

A balance of Members and officers to bring a balance of expertise and experience:

- Independent Chair
- Independent Deputy Chair
- Independent external members (tbc)
- Independent external Member representative of political groups (tbc)

Attendees:

- Mayor
- Conservative Member rep
- Lib Dem Member rep
- Interim Chief Executive
- 2 x constituent Chief Executives
- Interim Programme Director, Transformation

Others by invitation

4. Working arrangements:

- Changes to membership can be agreed by the IIB.
- The Board may invite anyone who it believes will be useful in achieving its aims and purpose to attend meetings.
- The IIB may request reports from officers and ask that officers attend if required.
- Individuals may raise matters directly with the IIB if they are within the agreed remit of the Board through appropriate protocols.
- A&G and O&S Chairs may request to attend meetings on behalf of their committees.
- Democratic management of the meetings will be carried out by officers of the CPCA.
- The IIB will be supported by the programme office to ensure that the overall programme plan is proactively tracked, kept up to date and that issues and identified risks are managed on a day-to-day basis through officers.
- Any costs associated with the IIB will be met by CPCA.

5. Improvement Board meetings:

- It is proposed that the IIB will be in place for at least 12 months.
- The IIB will meet on a monthly basis for the first six months when a review will take place and the future frequency of meetings agreed.
- Discussion and interaction during the IIB meetings will allow and enable constructive dialogue; officers and members being treated with respect and courtesy.
- The minutes of the board will not be public as the IIB is an advisory board.

6. Venue for meetings

- To be agreed

7. Agenda

- At each meeting the IIB will agree the content of the agenda for the next meeting. Standard agenda items should include:
 - Actions from previous meeting
 - Matters considered by the Chair to aid the working of the IIB in pursuing its aims
 - Report on progress against the improvement plan
 - Risk review
 - Communication (if any) from the External Auditor or DLUC
 - Progress and any issues to be communicated to key stakeholders (including staff)
 - Matters to be reported to the CPCA Board
 - Additional items for the agenda for the next meeting
 - Confirmation of date, time and venue for the next meeting

8. Improvement Group

- An Improvement Group will be formed to bring together all project leads, the programme management office and key representatives from across the organisation.
- Constituent authorities will provide support and resources as required to aid the delivery identified improvement activity.
- The Improvement Group will ensure that detailed project and resource plans are developed and agreed, learning is captured and shared and progress is reported in a consistent and timely way to the Improvement Board and relevant committees.

9. Review

These Terms of Reference will be kept under review and initially reviewed after six months



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Agenda Item No: 2.2

Senior Management Restructure

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	19 October 2022
Public report:	Yes
Lead Member:	Councillor Edna Murphy, Lead Member for Governance
From:	Gordon Mitchell, Chief Executive
Key decision:	No
Forward Plan ref:	n/a
Recommendations:	<p>The Combined Authority Board is recommended to:</p> <ul style="list-style-type: none">a) Note the new senior management structure contained at Appendix 1 of this report.b) Approve the commencement of a recruitment campaign leading to the appointment of the permanent Chief Executive and Executive Directors into the new structure.c) Approve that the CEO is authorised to make financial settlement in cases of redundancy.
Voting arrangements:	<p>A simple majority of Members present and voting.</p> <p>To be carried, the vote must include the vote of the Mayor, or the Deputy Mayor when acting in place of the Mayor.</p>

1. Purpose

- 1.1 The purpose of the paper is for the Board to note the new senior management proposed structure for the Combined Authority and give approval for the Interim Chief Executive to proceed and recruit into the new structure, whilst addressing any associated redundancy situations.

2. Background

- 2.1 The Board will recall that at its meeting on the 27th July 2022, the Interim Chief Executive presented a paper setting out a number of recommendations associated with an Improvement Plan. Amongst the recommendations was a specific delegation concerning the production of a new senior management structure for the CA. Specifically it gave approval to:

Delegate authority to the Interim Chief Executive to finalise the senior management structure of the Authority as set out in paragraph 3.16 to 3.18 of that report.

- 2.2 Over the preceding weeks the Interim Chief Executive has worked with colleagues to understand the drivers for change in respect of the existing structure and how these may be addressed via a restructure of the senior management tier of the organisation. This work has now concluded and a new structure consisting of 3 rather than 4 directorates, with some changes in service location within directorates having been agreed.
- 2.3 This new structure has been subject to staff consultation and attached at Appendix 2 are the various comments received and management's response. After due consideration there was nothing additional from a consultation perspective that negatively impacted on the new proposed structure.
- 2.4 The Board is therefore asked to note the new structure. A more detailed overview of the case for change in respect of the restructure is contained within Appendix 1 – Senior Management Restructure.
- 2.5 However in order to progress to the next stage of the process, approval is now being sought for the Interim Chief Executive to proceed to the recruitment phase. This will enable the new structure to be populated with permanent employees of the Combined Authority, providing stability at the organisation's senior level. Attached within Appendix 1 – is an indicative timeline in respect of the recruitment exercise. However it must be noted that this is purely an estimated timeline, which may need to flex as we progress through the more detailed planning activity.
- 2.6 It envisages that recruitment to the Executive Director roles will commence at the end of November/beginning of December, with the Chief Executive role to follow early in the new year. The rationale behind a two phase approach to recruitment is to provide an ongoing element of stability across the organisation with the Interim Chief Executive being the constant. To replace the Interim Chief Executive and the Executive Directors at the same time would potentially create additional instability across the CA.

- 2.7 Board is therefore asked to approve the commencement of a recruitment campaign leading to the appointment of a permanent Chief Executive and Executive Directors into the new structure.
- 2.8 Finally reducing the number of Directorates from 4 to 3 may have redundancy implications that will need to be addressed. Until the detailed Job Descriptions, Personal Specifications and Job Evaluations have been completed it is difficult to know with any degree of certain if this will be the case. However, in the event that there are redundancy implications the Board is asked to approve that the Interim Chief Executive has authority to pay redundancies in consultation with the HR Manager, Chief Finance Officer and Monitoring Officer.

Significant Implications

3. Financial Implications

- 3.1 The current costs associated with the agreed Combined Authority senior management structure (excluding) the Chief Executive role is £640,000 including on costs. The new restructured senior management team cost is estimated to be in the region £510,000, again including on costs.
- 3.2 It is assumed that the substantive Chief Executive's salary will remain the same. Therefore the overall impact of the new structure will be a saving of approximately £130,000 p.a. Again this is of course subject to a formal job evaluation exercise.
- 3.3 It should also be pointed out that there will be additional costs associated with the implementation of the new structure. Firstly are the recruitment costs themselves, which are likely to be substantial. Initial estimates are in the region of £60,000 to £70,000 for the recruitment of both the Chief Executive and Executive Director posts. In addition any subsequent redundancies as a consequence of this restructure will incur additional costs. Until we have concluded the next stage of the process it is not possible to provide an estimate of what these might be.

4. Legal Implications

- 4.1 Chapter 4 para 1.14 of the Constitution states that "The Combined Authority Board shall have the power to reserve decisions to itself which would otherwise be taken by the Executive Committees." On July 27 2022, this Board delegated authority to the Interim Chief Executive to finalise the senior management structure of the Authority
- 4.2 Section 4 of the Housing and Local government Act 1989 provides that the Head of Paid Service has responsibility for:
 - (a)the manner in which the discharge by the authority of their different functions is co-ordinated;
 - (b)the number and grades of staff required by the authority for the discharge of their functions;

(c)the organisation of the authority's staff; and

(d)the appointment and proper management of the authority's staff.

5. Public Health Implications

5.1 Not applicable.

6. Environmental and Climate Change Implications

6.1 Not applicable.

7. Other Significant Implications

7.1 Not applicable.

8. Appendices

8.1 Appendix 1 – Senior Management Restructure (Slide Pack)

8.2 Appendix 2 – Response to Staff Consultation Exercise

9. Background Papers

7.1 None



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CPCA

Senior Management Restructure



Overview

- The journey so far
- Structure - key design principles
- Current structure
- New proposed structure
- Consultation Responses
- Financial Impacts
- Recruitment Scheduling
- Recommendations



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The journey so far

- New purpose statement developed late 2021
- ‘Even Better’ Transformation programme identified and agreed operating model design principles – spring 2021
- Pressures on workforce budget – supply and demand challenges for key roles
- E&Y letter identifies risk of capacity and capability issues arising from senior management vacancies, absence and disruption
- Focus on improvement work allows us to refresh work done on operating model and incorporate support to the Mayor’s office
- Updated CEX delegations enables us to move at pace
- Need to start with Tier 2 structure and then the rest of the organisation



Key design principles of a refreshed operating model*

Relentless focus on performance, accountability and transparency

Evidence based and value driven

Future facing, enabling us to shape and harness opportunity

Recognises corporate skills and expert specialisms

Whole system approach to delivery

Culture which enables our people to aspire, thrive and flourish

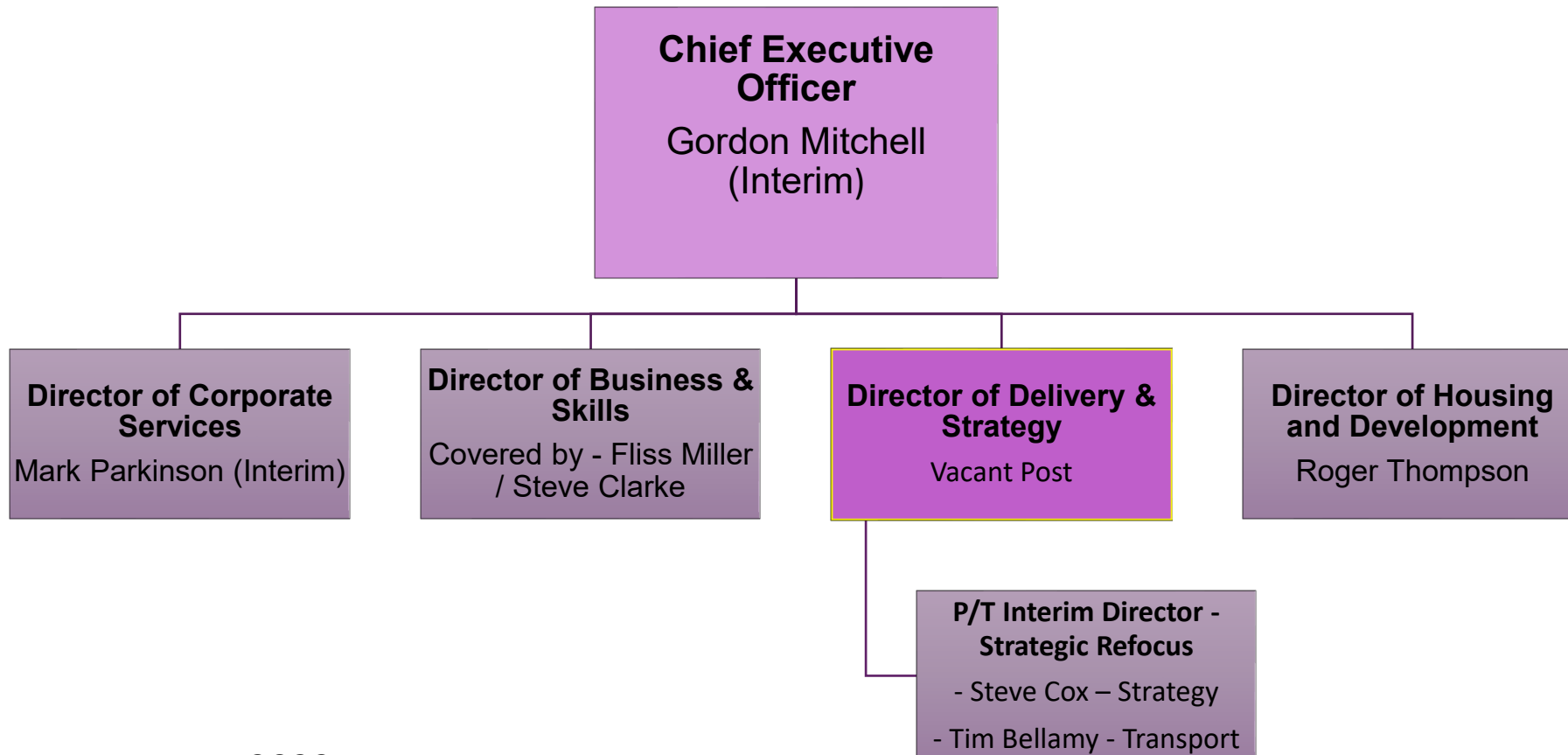
Consistent, visible leadership

Proactive, collaborative approach to partnership working



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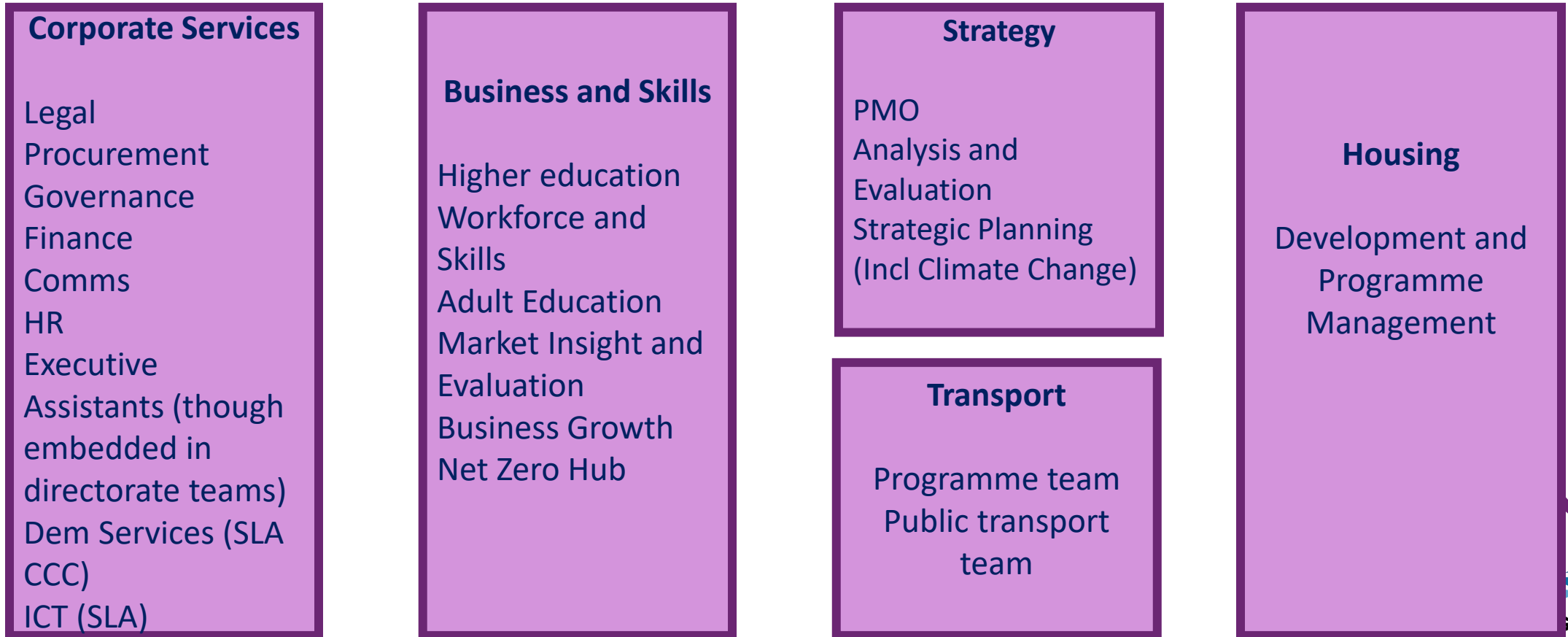
Current Structure



As at August 2022



Current location of activities and teams

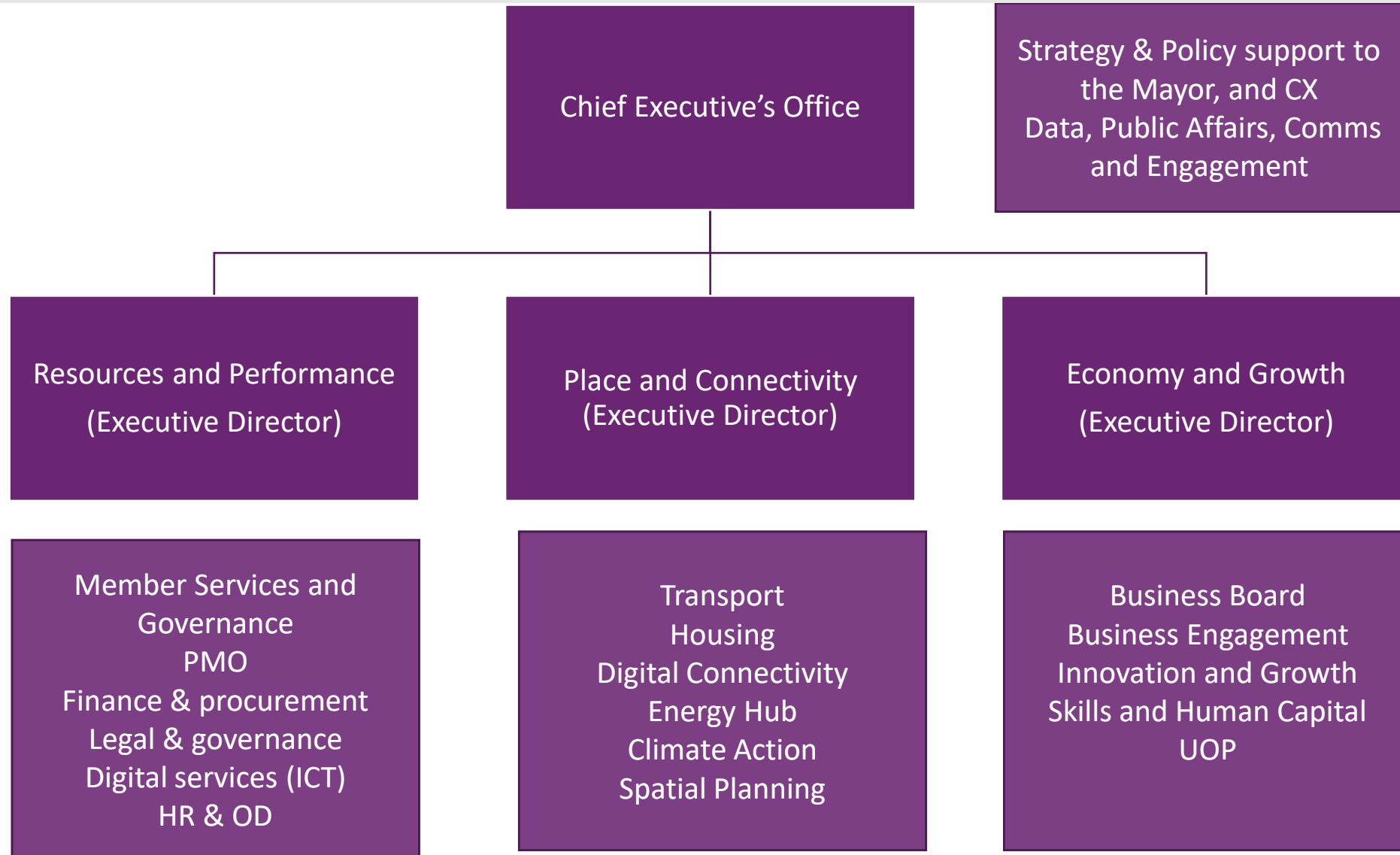


Where we are now: pertinent issues

Drivers:

- Housing delivery is at the end of the identified development programme
 - Tackling fragmented focus for Place
 - Having a sustainable and effective model for Corporate Services
 - Creating corporate capacity for future 'one CPCA' strategy development
 - Support to Mayor within a 'one CPCA' approach, and reset officer/member responsibilities
- Support a shift from fragmented strategy and practices to a more 'joined up' CPCA approach
 - Senior roles are required to work with and within the local system and should be appointed with that explicit role
 - Senior roles need to be flexible to accommodate political change and further devo developments

Proposed Structure at tier 2



Consultation on the new structure has been conducted with staff with the following themes identified:

- Must not create new silos
- Large spans of control; reliance at Tier 3 and below
- Marshalling of services appear more logical
- Exhibited behaviours of new Executive Directors will be key – personal leadership, corporate attitude, political skills
- Many of the observations related to the Tiers below level 2 and not part of the specific consultation exercise.



Financial impact

Current Senior Management Structure

4 x Directors - £640k (with on costs)

Revised Senior Management Structure

3 x Executive Directors (estimated at current salary levels – plus approximately £10k uplift) – approx. £510k with on cost

(Subject to Job Evaluation)

Any subsequent redundancies as a consequence of the restructure would incur additional costs.



Executive Director Recruitment Process and possible Timeline

Detailed below is the process and draft timelines of recruitment of the Executive Director posts. This may need to flex in light of other developments within the Combined Authority. Therefore this should be perceived as indicative.

Date	Activity	Comments
October	Briefing meeting: agree search strategy & process, candidate brief, remuneration, advertising & microsite, MI, and reporting arrangements, discuss & agree final project plan.	Development of advertising materials and microsite, rich with information for candidates for the EXECUTIVE DIRECTOR ROLES the background to the CA and update on current context.
	Development and sign-off of candidate materials.	
	Development and sign-off on microsite	
	Initial research mapping commences.	
November	Go live with adverts for EXECUTIVE DIRECTORS	Adverts to supplement the search led process
	Launch microsite, search, candidate engagement and securing applications, responding to candidate queries, receipt of applications and acknowledgement.	Direct candidates to microsite for information, progress, good news stories. Offer informal calls with Interim CX
9 December	Closing Date for EXECUTIVE DIRECTORS	Sifting and grading of candidates begin following this date
W/C 12 th December	Longlist meeting for EXECUTIVE DIRECTORS – determine which candidates to take forward for longlist interview stage Chosen Date	Longlist report prepared
	Communication to all candidates on outcome	



Executive Director recruitment process and possible timeline

Detailed below is the process and draft timelines of recruitment of the Executive Director post.

Date	Activity	Comments
W/C 2 nd or 9 th January	Initial Interviews for EXECUTIVE DIRECTORS Longlist Interviews: In-depth interview of candidates Production of reports on outcomes of interviews, recommendations, and areas to probe at final stages.	Conducted with support external agency and external objective Technical Assessor All candidates assessed on merit and technical capability
W/C 9 th or 16 th January	Shortlist meeting for EXECUTIVE DIRECTORS Shortlist meeting to agree candidates to progress to final interview stages.	Decision making panel authorized to agree shortlist or shortlist can be agreed at the end of initial interviews if all parties engaged. Produce personality profile reports.
W/C 23 rd and/or 30 th January 2023	Assessment/Engagement and Final Interviews for EXECUTIVE DIRECTORS Shortlisted candidates meet range of stakeholders as appropriate for the role. Shortlisted candidates meet with Employment Committee Panel for final interview	Each candidate will meet with appropriate stakeholders internal and external. These panels are non-decision making but will feedback their views on strengths and areas of consideration to inform the Employment Committee Panel. Final decision on successful candidate.
March/April	CANDIDATES TAKE UP POST	Assuming 3 months notice

Chief Executive recruitment will commence during the ED recruitment exercise. As yet to be defined.



The Combined Authority is recommended to:

- a) Note the new senior management structure,
- b) Agree the commencement of a recruitment campaign leading to the appointment of a permanent Chief Executive and Executive Directors into the new structure.
- c) Approve that the CEO is authorised to make financial settlement in cases of redundancy.

Restructure Consultation

Breakout groups	Executive Directors/Mayor	Structure			Other
		Silo vs One CPCA	Strategy	Culture	
Corporate Service	<p>Need to be more communicative, no barriers, open to challenge, walk the virtual floor,</p> <p style="color: red;">Agreed – will need to be included in behaviours</p> <p>To be able to challenge openly,</p> <p style="color: red;">As above</p> <p>More informal comms in the post Covid environment important,</p> <p style="color: red;">As above</p> <p>Clarity on structure and permission on what is and isn't acceptable from a comms perspective – directors need to clarify the engagement rules,</p> <p style="color: red;">As above</p> <p>Lack of real clarity on who does what, directors will need to explain,</p>	<p>Need to ensure that the business board doesn't become another silo</p> <p style="color: red;">Agreed – new director will need to ensure appropriate and meaningful engagement.</p> <p>PMO and corporate services sit well together (not me honest!)</p> <p style="color: red;">Noted</p> <p>Other directorates need to share more</p> <p style="color: red;">Agreed - key aim of new structure to remove silos.</p> <p>Nothing screams out that seems to play to the wider stakeholder environment – ie what will other councils think and where do they “engage”.</p> <p style="color: red;">New director roles will be more targeted ensuring stakeholders, including other Councils, are actively engaged.</p>	<p>Where does strategic planning/visioning sit within the structure.</p> <p style="color: red;">Resides in the new “box” between the CX and Mayor.</p>	<p>Could tweak the structure but its not about structure but having EXc Directors with the right mind set.</p> <p style="color: red;">Agreed.</p> <p>Need more informal engagement, due to Covid everything has become more formal.</p> <p style="color: red;">Agreed – however this is not a direct benefit of the Tier 2 restructure.</p>	

	<p>Agreed – will need to be addressed by the new Directors.</p> <p>Leadership, direction, support, removing barriers, protect (members) etc</p> <p>Agreed – key aim of the new structure to provide leadership and direction.</p>				
GSENZH	<p>T – Exec Director needs to act as the SRO for the Hub activities. This may not have been considered</p> <p>Agreed – in respect of the SRO observation.</p> <p>W – the scale of team and functions for ED are large, will an ED be able to provide enough support?</p> <p>Noted – this will continually be monitored/reviewed.</p>	<p>S – good to be linked more strongly to Climate activities and also Spatial links will be important</p> <p>Agreed.</p> <p>W - Supply Chain – aligned with business and skills – requires silo'd working to be addressed – this is seen as a big issue in current ways of working and a dependency for successful deliver through the Hub</p> <p>Agreed – addressed elsewhere in this consultation.</p> <p>O – have other CA's been reviewed and learning taken into how this structure was created</p>	<p>O – business links need to be economic development focussed to support a strategic fit of our activity into wider CA work.</p> <p>Agreed</p> <p>O – for NZH to work more closely with business and more creatively with business on hub delivery if strong links can be formed with Economy and Growth</p>	<p>T - CPCA shows the Hub with different names, it is the Net Zero Hub</p> <p>Noted – apology.</p>	

		<p>Although each CA is slightly different in its make up and delivery model, other CA configurations have been taken into account.</p> <p>W – links corporate services need to be strong as the projects require support from all of the functions in that area. This will require work to be mapped out and accounted for in resourcing and roles.</p> <p>Agreed.</p> <p>W – The Hub has specific challenges around external reporting and compliance and relies heavily on support from legal, policy, finance, etc may be more than this structure can support.</p> <p>This will continue to be monitored and reviewed.</p> <p>O – there is a feeling that the Hub team can do more for CA going forward but the silo'd nature of working and lack of resources are a barrier.</p> <p>Noted.</p>	<p>Agreed.</p>		
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<p>Transport</p>	<p>Clear role and responsibilities of each Executive Director</p> <p>Agreed.</p> <p>What is the Executive Team and what do they do? What are they responsible for</p> <p>The Executive Team is the CX and Directors working in a corporate capacity.</p> <p>Transparency and honesty</p> <p>Agreed.</p> <p>Are the Executive Director roles going to be brand new posts or will they be recruited from internally?</p> <p>The roles will be new and advertised in the normal way.</p>	<p>There seems to be a lot of people and services under Places and Connectivity to manage for one Executive Director</p> <p>Noted – however the services themselves naturally link together. If there is a resource/skills issue this will be addressed through the next line management tier.</p> <p>Why are there 3 Executive Directors when currently there are 5? What are the drivers for having this amount</p> <p>The existing structure needs to reflect the current environment within which the CA operates. Over the proceeding years we have seen a reduction in some service areas and an increase in others. This new structure aims to cluster those services together within directorates that meet the current and our projected need. The change in the number of directorates simply reflects this changing environment.</p> <p>An organisation chart that shows the whole of CPCA including subsidiary companies</p> <p>Noted.</p> <p>What teams are responsible for what, how do they feed into the rest of the business</p> <p>Addressed elsewhere in this consultation response.</p>	<p>Does the structure take into account the amount of money that each areas spends and then relate to the number of resources required?</p> <p>The structure has been created to enhance overall deliverability working with our partners and stakeholders. It has not been constructed on a monetary basis.</p> <p>Does this reflect the structure of CCC & PCC? Does this work collaboratively with them?</p> <p>Other Councils that make up the CA are being consulted.</p>	<p>Basic communication – stop keeping secrets. Why do we find things out 2nd or 3rd hand or via the press/social media</p> <p>Noted.</p>	<p>Clarification required around the word consultation. Is this just with staff or with members and Board?</p> <p>Consultation will be across all groups.</p> <p>What purpose does this consultation have?</p> <p>To help inform and identify any particular issues with the intended Tier 2 structure.</p> <p>Have all previous questions asked on the structure been looked at and incorporated into the proposed new structure?</p> <p>Were appropriate</p>
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		<p>Collaborative working with other pillars – on the All Teams call each pillar has a section to talk about what is happening</p> <p>Communications to consider going forward.</p> <p>Or an hourly meetings with members from each pillar talking about what is happening in their respective areas.</p> <p>Communications to consider going forward.</p> <p>Policies and processes being up to date and easily accessible</p> <p>Agreed – further work needs to be progressed.</p>			<p>other sources of information have been included.</p> <p>Is this a restructure of Tiers 3 & 4 as these aren't shown on the proposed structure?</p> <p>At the moment this consultation reflects Tier 2 only.</p> <p>Is the budget ringfenced for the new Executive Directors or is it going to cost more?</p> <p>A Business Case for structural change will need to be constructed.</p> <p>Are they going to be any redundancies around this consultation?</p>
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					The normal processes will apply. If there are people whose roles are redundant, the process is to look at other roles, and if there is no match or agreement to alternatives then redundancy would be discussed.
Finance	<p>Will the current Executive Committees be realigned to the new Directorates?</p> <p>This has not been decided at this stage.</p>	<p>How does the top right box (including mayor support, strategy & policy etc) in the proposed structure fit into the wider organisation? – there is no line linking it to the CEO Does it have its own ‘Head of’ or does each of its teams report directly into the CEO?</p> <p>There will be a dotted line between both the CX and Mayor to this new unit. The team will report to the CEO, and there will be a ‘head’, but role yet to defined exactly.</p> <p>Want clarification of where the line between corporate services and the delivery teams is drawn. E.g. Finance business partners support and</p>	<p>Want clarification of where the line between corporate services and the delivery teams is drawn. E.g. Finance business partners support and challenge budget holders, but budget holders to remain financially accountable for their projects</p> <p>Duplicate – covered elsewhere.</p>		<p>What is the ‘planning’ element under ‘Finance, planning and procurement’?</p> <p>Financial planning.</p> <p>What is the timing of the job evaluation exercise? Does this need to be completed before or during the</p>

		<p>challenge budget holders, but budget holders to remain financially accountable for their projects</p> <p>There is no planned change to the current arrangements.</p> <p>What is the role of the Director of Corporate Services? – we have never had one before</p> <p>As with other directors to provide leadership and direction to the services within their sphere of control. To additionally support the CX and other directors deliver the corporate plans.</p>	<p>How will we 'insulate' the long term objectives of the Combined Authority from the impact of changes in political leadership or balance?</p> <p>The CA is a political organisation and its aim to deliver the aspirations and policies of its Mayor and political leaders. Our aim is not to "insulate".</p>		<p>consultation? Who will be doing this?</p> <p>The detailed JD/PS need to be drafted. These will then be subject to the normal evaluation process.</p> <p>What does better integration with partners actually mean? Are we looking at a Shared Services model?</p> <p>Throughout the consultation others have talked about reducing silos and enhancing engagement with stakeholders. That will be one</p>
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					of the key aims of the Tier 2 restructure.
Comms	<p>Generally welcome new Executive Director roles with a more empowered and strategic responsibility versus the old Director roles. And agreed that there was a need for a stronger role for directors in the area of strategy, including public affairs/stakeholder engagement considerations essential to programme delivery.</p> <p>Noted</p> <p>The need to have a Comms and Engagement Director was raised, someone who can shape strategy at that level, rather than anything being 'handed down'. In addition, is there enough tier 2 support at the organisation-wide strategic delivery level, which could incorporate policy development and public affairs? This may be increasingly important if the Government direction of travel is for more 'bidding' into Government pots of money (SPF, Levelling Up Fund, Bus Improvement Plans, etc etc,) rather than devolved monies.</p>	<p>Communications Team generally was 'wrestling' with the idea of being outside of the Tier 2 directorates, where we fit in, and where the main strategic direction is coming from – which currently could be a combination of CEO, Tier 2 directors and the Mayor. How do we achieve a consistent approach?</p> <p>It is envisaged that this will be no different to the way that Comms currently achieve a consistent approach. Working between the two offices in this way should enhance consistency of messaging.</p> <p>Comms has a corporate service role, and there is a danger it becomes removed from the other teams (silo working) and feels it doesn't reflect the work that is done with the other department's teams. Comms and engagement (as well as wider public affairs) still needs to be 'baked in' to delivery of priorities across directorates, even if we sit outside those.</p>	<p>Linked to the above, more clarity needed on how strategy will be developed – including organisationally and departmentally and then the role of the comms & engagement/public affairs/policy function within that.</p> <p>Noted – this will be addressed when the new directors have been appointed.</p> <p>We need an overall organisational strategy and targets to deliver to, and we need to know how we are going to get there and</p>	<p>Missing a sense of continuous development. Internal development a standing function in some MCAs.</p> <p>Noted.</p>	

	<p>In the current climate the proposed Tier 2 structure enhances the CA's ability to deliver its political imperatives. There is not perceived at this stage a need for a Comms and Engagement Director. However as is normal structures will continue to evolve to meet specific business needs.</p> <p>Where does the mayor sit? How integrated will his office be?</p> <p>It is envisage that the Mayors office will be integral to the CA. Again this will be another way of reducing silos.</p>	<p>Agreed – the new structure cannot create new silos.</p> <p>How does public affairs fit in?</p> <p>There is a need to strengthen both across the CA, and its partners, the wider public affairs agenda. This will be considered in more detail but it will be part the proposed CEO's unit.</p>	<p>when. When will the overall strategy be put in place? Who is the driving force in achieving these?</p> <p>Working is presently ongoing to review the wider strategy of the CA. This is a corporate responsibility of the CA ET and CA Board. It is at to earlier a stage to give a specific time period for completion.</p>		
<p>HR/PA/Ho</p>	<p>The three pillars – each pilar covers a wide number of sectors so how will director have all these skills will the next tier down be made up of the specialists</p> <p>Directors rely on their management structure and subject matter experts to support them in delivering their objectives. This will continue to be the case.</p>	<p>They Like having a Director of Corporate Services</p> <p>Noted.</p> <p>What does planning mean in Corporate services – is it Financial planning and comma in wrong place or is there a planning team</p> <p>Covered elsewhere in this consultation response.</p>			<p>Growth in the Economy and Growth headline – It is ambiguous. Is it just economic growth or more wider development. Can we clarify this?</p>

	<p>Who manages mayors office – who will individuals report to, not the CEX as this would mean they have a lot of direct reports</p> <p>This has been addressed elsewhere in the consultation response.</p> <p>What we want from the Directors is direction, leadership, decision making and progress</p> <p>Noted</p>	<p>Like the new structure it is more streamlined and clearer</p> <p>Noted</p> <p>No mention of Office/Facilities management who is doing this</p> <p>There are a number of support services which we are aware of that will require further consideration. The office/facilities is current one of those areas which is currently being considered.</p> <p>What we want from the Directors is direction, leadership, decision making and progress</p> <p>Noted.</p>			<p>This will cover the wider growth and economy agenda.</p>
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Budget Monitor Report: October 2022

To: Cambridgeshire and Peterborough Combined Authority Board

Meeting Date: 19 October 2022

Lead Member: Mayor Dr Nik Johnson

From: Jon Alsop
Chief Finance Officer

Key decision: No

Forward Plan reference: n/a

Recommendations: The Combined Authority Board is recommended to:

- a) Note the financial position of the Combined Authority for the year to date.
- b) Note the increase in budget for the A1260 in line with ODN 366-2022
- c) Note the correction of the ZEBRA capital budget, increasing it by £270k

Voting arrangements: No vote required – to note only

1. Purpose

- 1.1 This report provides an update of the 2022/23 budget position and capital programme as at 31st July 2022.

2. Background

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

3. Revenue Budget Position

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

2022-23 Revenue	July Budget £'000	Adjustments £'000	Revised Budget £'000	Forecast Outturn £'000	FO Variance £'000	Change in FO £'000	App 4 ref:
Grant Income	-48,595	-1,209	-49,804	-49,804	-	-1,209	
Mayor's Office	488	-	488	411	-77	-77	
CA Gross Staffing Costs	7,528	-	7,528	7,604	75	75	
Other Employee Costs	330	-	330	330	-	-	
Externally Commissioned Support Services	581	-	581	579	-2	-2	
Corporate Overheads	830	-	830	773	-57	-57	
Governance Costs	144	-	144	144	-	-	
Other Corporate Budgets	638	750	1,388	456	-932	-182	1-3
Recharges to Ringfence Funded Projects	-3,233	-	-3,233	-3,233	-	-	
Corporate Services Expenditure	6,818	750	7,568	6,653	-915	-165	
Business and Skills	49,915	1,269	51,185	44,727	-6,458	-5,189	4
Delivery and Strategy	15,342	140	15,552	15,548	-4	136	
Housing	513	-	513	513	-	-	
Workstream Expenditure	65,841	1,409	67,250	60,788	-6,462	-5,053	
Total Expenditure	72,306	2,159	75,306	67,851	-7,454	-5,295	

- 3.2 The Workstream Forecast Outturn as set out in the table above shows a ‘favourable’ variance of forecast expenditure against approved budgets of £6.5m, which is materially due to the forecast underspends on the operational costs relating to the Net Zero Hub capital retrofit programmes. A full list of all budgets is included in **Appendix 1** and detail on material changes to expenditure forecasts are covered in **Appendix 4**):
- 3.3 The only changes to the approved revenue budget since the Board’s previous report are those approved by the Board at the July and August CA Boards - £750k approval of the improvement plan, addition of the Multiple programme, Changing Futures project and £140k approved across Climate change, Huntingdonshire Biodiversity and Peterborough Electric Busses Depo projects.
- 3.4 Forecast grant income has increased in line with the £1.2m multiply grant accepted by the CA Board in August. There is no change to the forecast grant income for existing grants.
- 3.5 Outside the additions to the budget approved by the CA Board there are four material changes to the revenue outturn position since the report to the July Board:
- There are a number of individually material variances within the Combined Authority’s staffing budget and these are being managed holistically resulting in a net forecast overspend of £75k.
 - The forecast income from treasury management activities in the year has increased by - £432k
 - The £500k budget available to meet in-year borrowing costs is no longer forecast to be utilised as there are no current projects which require borrowing, and it is unlikely any new projects requiring borrowing would be in place to deliver, and therefore require borrowing, before the end of the financial year.
 - Across the LAD3 and Home Improvement Grant revenue budgets the forecast spend has reduced by £6.5m, in line with the update brought to the Combined Authority Board in August.

4. Capital Programme

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

Capital Programme Summary	Revised 22-23 Budget	22-23 Forecast Outturn	Forecast Variance	
	£'000	£'000	£'000	%
Corporate Services	242	242	-	0.00%
Business and Skills	173,804	89,193	-84,610	-48.80%
Delivery and Strategy	63,526	54,386	-9,140	-14.40%
Housing	28,389	28,389	-	0.00%
Totals	265,961	172,211	-93,750	-35.2%

Capital Funding Summary	Revised	22-23	Forecast Variance		% received to date
	22-23 Budget	Forecast Outturn	£'000	%	
	£'000	£'000	£'000	%	
Capital Gainshare	-12,000	-12,000	-	0.0%	100.0%
Local Transport Capital Grants	-20,941	-20,941	-	0.0%	100.0%
Transforming Cities Funding	-21,000	-21,000	-	0.0%	0.0%
DLUHC Housing Funding	-5,000	-5,000	-	0.0%	22.6%
Totals	-58,941	-58,941	-	0.0%	57.8%

- 4.2 The only budgets forecasting a variance at this point in the year within Business and Skills are the Net Zero Hub energy retrofit grants as reported to the Board in August.
- 4.3 Within Delivery and Strategy there are 3 material changes to the forecast spend for the year, more detail on these variances are included in **Appendix 4**:
- £3.1m of the £4m total budget for the A10 upgrade business case is no longer expected to be spent this year.
 - Wisbech Access Strategy FBC development is nearing completion and is expected to result in an underspend, some of this will be returned to the Business Board recycled growth fund and the balance to the CPCA's capital single pot.
 - As reported to the Board previously, Soham Station is now open and operating and has been delivered ahead of schedule and under-budget. There are minor final works being completed, and the project is reporting a £2.1m saving against its original budget.
- 4.4 There is one update to the budget made by Officer Decision Notice since the last report to Board: £165k was approved from the subject to approval for the A1260 Nene Parkway Junction 3 project. This increases the budget for the Full Business Case to enable the scheme to be made LTN 1/20 compliant. This is recorded in ODN 366-2022.
- 4.5 There has also been a correction to the ZEBRA capital budget. The CA Board approved £1.963m at their September 2021 meeting however, due to a transposition error, the created budget was only £1.693m – this has been increased by £270k to reflect the amount awarded by the CA Board.

Significant Implications

5. Financial Implications

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

6. Legal Implications

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

7. Other Significant Implications

- 7.1 There are no other significant implications

8. Appendices

- 8.1 Appendix 1 – Detailed breakdown of the revenue position for the year
- 8.2 Appendix 2 – 22/23 Capital Position
- 8.3 Appendix 3 – Capital Programme
- 8.4 Appendix 4 – Detailed Explanations of Material Variances

9. Background Papers

- 9.1 [Zero Emission Bus Regional Area \(Zebra\) Phase 2 paper to September 2021 Combined Authority Board](#)

Appendix 1 - Detailed breakdown of the revenue position

	July Budget £'000	Adjustments £'000	Revised Budget £'000	Forecast Outturn £'000	Forecast Outturn Variance £'000	Change in FO £'000
Grant Income						
Adult Education Budget	-11,989		-11,989	-11,989	-	-
Bus Service Operator Grant	-411		-411	-411	-	-
Careers Enterprise Company Funding	-200		-200	-200	-	-
Community Renewal Fund Grants	-1,273		-1,273	-1,273	-	-
Local Transport Fund	-337		-337	-337	-	-
Digital Skills Bootcamp	-1,686		-1,686	-1,686	-	-
Enterprise Zone receipts	-972		-972	-972	-	-
ERDF - Growth Service Grant	-2,918		-2,918	-2,918	-	-
ESF Growth Service Grant	-920		-920	-920	-	-
Growth Hub Grants	-246		-246	-246	-	-
LEP Core Funding	-375		-375	-375	-	-
Mayoral Capacity Fund	-1,000		-1,000	-1,000	-	-
Multiply Grant	-	-1,209	-1,209	-1,209	-	-1,209
Revenue Gainshare	-8,000		-8,000	-8,000	-	-
Skills Advisory Panel Grant	-75		-75	-75	-	-
Skills Bootcamp Wave 3	-4,892		-4,892	-4,892	-	-
Transport Levy	-13,300		-13,300	-13,300	-	-
Total Grant Income	-48,595	-1,209	-49,804	-49,804	-	-1,209
Mayor's Office						
Mayor's Allowance	96		96	96	-	-
Mayor's Conference Attendance	15		15	15	-	-
Mayor's Office Expenses	40		40	30	-10	-10
Mayor's Office Accommodation	77		77	77	-	-
Mayor's Office Staff	260		260	193	-67	-67
Total Mayor's Office	488	-	488	411	-77	-77

	July Budget £'000	Adjustments £'000	Revised Budget £'000	Forecast Outturn £'000	Forecast Outturn Variance £'000	Change in FO £'000
Corporate Services						
Combined Authority Gross Staffing Costs						
Business and Skills	2,358		2,358	2,317	-41	-41
Chief Executive	331		331	323	-8	-8
Corporate Services	2,418		2,418	2,837	419	419
Transport	1,012		1,012	1,146	134	134
Delivery and Strategy	908		908	696	-213	-213
Housing	501		501	285	-216	-216
Total CA Gross Staffing Costs	7,528	-	7,528	7,604	75	75
Other Employee Costs						
Travel	80		80	80	-	-
Training	88		88	88	-	-
Change Management Reserve	162		162	162	-	-
Total Other Employee Costs	330	-	330	330	-	-
Externally Commissioned Support Services						
External Legal Counsel	70		70	70	-	-
Finance Service	65		65	65	-	-
Democratic Services	95		95	95	-	-
Payroll	10		10	8	-2	-2
HR	12		12	12	-	-
Procurement	8		8	8	-	-
Finance System	100		100	100	-	-
ICT external support	221		221	221	-	-
Total Externally Commissioned Support Services	581	-	581	579	-2	-2

	July Budget £'000	Adjustments £'000	Revised Budget £'000	Forecast Outturn £'000	Forecast Outturn Variance £'000	Change in FO £'000
Corporate Overheads						
Accommodation Costs	300		300	250	-50	-50
Software Licences, Mobile Phones cost	113		113	113	-	-
Communications	40		40	40	-	-
Website Development	10		10	10	-	-
Recruitment Costs	100		100	100	-	-
Insurance	39		39	39	-	-
Audit Costs	140		140	140	-	-
Office running costs	31		31	25	-6	-6
Corporate Subscriptions	56		56	56	-	-
Total Corporate Overheads	830	-	830	773	-57	-57
Governance Costs						
Committee/Business Board Allowances	144		144	144	-	-
Total Governance Costs	114	-	114	114	-	-
Other Corporate Budgets						
Improvement Plan	-	750	750	750	-	750
Corporate Response Fund	145		145	145	-	-
Contribution to the A14 Upgrade	61		61	61	-	-
Interest Receivable on Investments	-68		-68	-500	-432	-432
Interest charges on borrowing	500		500	-	-500	-500
Total Other Corporate Budgets	638	750	1,388	456	-932	-182
Recharges to Ringfence Funded Projects						
Internally Recharged Grant Funded Staff	-2,749		-2,749	-2,749	-	-
Externally Recharged Staff	-484		-484	-484	-	-
Total Recharges to Ringfence Funded Projects	-3,233	-	-3,233	-3,233	-	-
Total Corporate Services Expenditure	6,818	750	7,568	6,653	-915	-165

<u>Business and Skills</u>	July Budget	Adjustments	Revised Budget	Forecast Outturn	Forecast Outturn Variance	Change in FO
	£'000	£'000	£'000	£'000	£'000	£'000
AEB Devolution Programme	10,449		10,449	10,449	-	-
AEB Innovation Fund - Revenue	629		629	629	-	-
AEB Programme Costs	367		367	367	-	-
AEB Provider Capacity Building	156		156	156	-	-
AEB Strategic Partnership Development	196		196	196	-	-
Careers and Enterprise Company (CEC)	75		75	75	-	-
Changing Futures	-	60	60	60	-	60
CRF Start & Grow Project	930		930	930	-	-
CRF Turning Point Project	307		307	307	-	-
CRF Programme Management	53		53	53	-	-
CRF Turning Point CPCA Programme management	28		28	28	-	-
Digital Skills Bootcamp	1,785		1,785	1,785	-	-
Economic Rapid Response Fund	41		41	41	-	-
Growth Co Services	5,073		5,073	5,073	-	-
GSE Energy Hub	2,186		2,186	2,186	-	-
GSE COP 26	23		23	23	-	-
GSE Green Homes Grant Sourcing Activity	699		699	699	-	-
GSE Green Homes Grant Ph 3 (LAD 3)	10,601		10,601	6,094	-4,508	-4,508
GSE Home Improvement Grant	4,443		4,443	2,493	-1,950	-1,950
GSE Net Zero Investment Design	1,500		1,500	1,500	-	-
GSE Public Sector Decarbonisation	1,150		1,150	1,150	-	-
GSE Rural Community Energy Fund (RCEF)	1,974		1,974	1,974	-	-
Health and Care Sector Work Academy	2,467		2,467	2,467	-	-
Insight and Evaluation Programme	75		75	75	-	-
Local Growth Fund Costs	426		426	426	-	-
Market Town and Cities Strategy	35		35	35	-	-
Marketing and Promotion of Services	90		90	90	-	-
Multiply Programme	-	1,209	1,209	1,209	-	1,209
Peterborough University Quarter Masterplan	100		100	100	-	-
Shared Prosperity Fund Evidence Base & Pilot Fund	77		77	77	-	-

Business and Skills	July Budget	Adjustments	Revised Budget	Forecast	Forecast	Change in
	£'000	£'000	£'000	Outturn	Outturn	FO
				£'000	Variance	£'000
				£'000	£'000	£'000
Skills Advisory Panel (SAP) (DfE)	40		40	40	-	-
Skills Bootcamp Wave 3	3,914		3,914	3,914	-	-
Skills Rapid Response Fund	27		27	27	-	-
Total Business and Skills	49,915	1,269	51,185	44,727	-6,458	-5,189

Delivery and Strategy	July Budget	Adjustments	Revised Budget	Forecast	Forecast	Change
	£'000	£'000	£'000	Outturn	Outturn	in FO
				£'000	Variance	£'000
				£'000	£'000	£'000
Bus Review Implementation	1,008		1,008	1,008	-	-
Climate Change	50	50	100	100	-	50
Doubling Nature Metrics	25		25	25	-	-
Hunts Biodiversity for all - Revenue	-	50	50	50	-	50
Lifebelt City Portrait	40		40	40	-	-
Local Transport Fund	337		337	337	-	-
Local Transport Plan	-		-	-	-	-
Monitoring and Evaluation Framework	66		66	62	-4	-4
P'boro Station Quarter SOBC	175		175	175	-	-
Peterborough Electric Bus Depot business case	-	40	40	40	-	40
Public Transport: Bus Service Operator Grant	411		411	411	-	-
Public Transport: Concessionary fares	8,845		8,845	8,845	-	-
Public Transport: Contact Centre	286		286	286	-	-
Public Transport: ENCTS rationalisation					-	-
Public Transport: RTP1, Infrastructure & Info	221		221	221	-	-
Public Transport: S106 supported bus costs	-		-	-	-	-
Public Transport: Supported Bus Services	3,422		3,422	3,422	-	-
Public Transport: Team and Overheads	456		456	456	-	-
Natural Cambridgeshire	70		70	70	-	-
Total Delivery and Strategy	15,342	140	15,552	15,448	-4	136

<u>Delivery and Strategy</u>	July Budget £'000	Adjustments £'000	Revised Budget £'000	Forecast Outturn £'000	Forecast Outturn Variance £'000	Change in FO £'000
<u>Housing</u>						
CLT	70		70	70	-	-
Affordable Housing Programme Revenue Costs	443		443	443	-	-
Total Housing	513	-	513	513	-	-
Total Workstream Expenditure	65,841	1,409	67,250	60,769	-6,462	-5,053
Total Revenue Expenditure	72,306	2,159	75,306	67,832	-7,454	-5,295

Appendix 2 – 22/23 Capital Position

	Approved Budget £'000	Forecast Spend £'000	Forecast Over (Under) spend £'000	Change to Forecast Over (Under) spend £'000
Business and Skills				
Barn4 specialist growing facilities	400	400	-	-
Cambridge Biomedical MO Building	185	185	-	-
Cambridge City Centre	481	481	-	-
College of West Anglia - Net Zero	274	274	-	274
Expansion of Growth Co Inward Investment	400	400	-	-
Fenland Hi-tech Futures	400	400	-	-
GSE Green Home Grant Capital Programme Ph 2	49,984	20,000	-29,984	-29,984
GSE Green Home Grant Capital - LAD 3	73,675	34,530	-39,145	-39,145
GSE Green Home Grant Capital - HUG 1	29,610	14,128	-15,482	-15,482
IEG Student Space	7	7	-	7
Illumina Accelerator	1,700	1,700	-	-
Market Towns: Chatteris	596	596	-	-
Market Towns: Ely	735	735	-	-
Market Towns: Huntingdon	391	391	-	-
Market Towns: Littleport	-	-	-	-
Market Towns: March	2,068	2,068	-	-
Market Towns: Ramsey	1,000	1,000	-	-
Market Towns: Soham	894	894	-	-
Market Towns: St Ives	433	433	-	-
Market Towns: St Neots	1,141	930	-211	-211
Market Towns: Whittlesey	914	914	-	-
Market Towns: Wisbech	746	746	-	-
South Fen Business Park	946	946	-	-
St Neots Masterplan	215	215	-	-
Start Codon (Equity)	1,475	1,475	-	-
The Growth Service Company	5,135	5,135	-	-
University of Peterborough Phase 3	-	-	-	-
Total Business and Skills	173,804	89,193	-	-84,329

	Approved Budget £'000	Forecast Spend £'000	Forecast Over (Under) spend £'000	Change to Forecast Over (Under) spend £'000
Delivery and Strategy				
A10 Dualling	3,993	926	-3,067	-3,067
A1260 Nene Parkway Junction 15	8,011	7,143	-868	-868
A1260 Nene Parkway Junction 32/3	192	27	-165	-
A141 & St Ives	1,900	1,900	-	1,900
A16 Norwood Dualling	227	227	-	-
A505 Corridor	134	134	-	-
Active Travel - CCC Schemes	-	-	-	-
CAM Delivery to OBC	150	150	-	-
Care Homes Reterofit Programme	500	500	-	-
Coldhams Lane roundabout improvements	234	-	-234	-234
Digital Connectivity Infrastructure Programme	2,118	1,440	-678	-678
Ely Area Capacity Enhancements	124	124	-	-
Fengate Access/Eastern Industries Access - Phase 1	109	109	-	-
Fengate Access/Eastern Industries Access - Phase 2	1,342	1,336	-6	-6
Fletton Quays Footbridge	465	465	-	-
Hunts Biodiversity for all - Capital	400	450	50	450
Local Highways Maintenance Grants (PCC & CCC)	27,695	27,695	-	-
Logan's Meadow Nature Reserve	250	250	-	-
King's Dyke	1,109	1,109	1	1
March Junction Improvements	2,493	2,083	-410	-410
Net Zero Villages Fund	750	750	-	-
Peterborough Green Wheel	250	250	-	-
Regeneration of Fenland Railway Stations	-	-	-	-
Soham Station	2,268	175	-2,093	-2,093
Transport Modelling	740	740	-	-
Wisbech Access Strategy	1,573	135	-1,438	-1,438
Wisbech Rail	241	11	-230	-230
ZEBRA capital funding	6,258	6,258	-	270
Total Delivery and Strategy	63,526	54,386	-9,140	-6,405

	Approved Budget £'000	Forecast Spend £'000	Forecast Over (Under) spend £'000	Change to Forecast Over (Under) spend £'000
Housing				
Affordable Housing Grant Programme	21,934	21,934	-	-
Housing Investment Fund - contracted payments	6,456	6,456	-	-
Total Housing	28,389	28,389	-	-
	Approved Budget £'000	Forecast Spend £'000	Forecast Over (Under) spend £'000	Change to Forecast Over (Under) spend £'000
Corporate Services				
ICT Capital Costs	42	42	-	-
Office Fit-out costs	200	200	-	-
Total Corporate Services	242	242	-	-
Total Capital Programme	265,961	172,211	-93,750	-90,733

Appendix 3: Capital Programme

	Approved to Spend Budgets				Total approved spend £'000	Subject to Approval budget				Total project budgets £'000
	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000		2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	
Business and Skills										
Barn4 specialist growing facilities	400	-	-	-	400	-	-	-	-	400
Cambridge Biomedical MO Building	185	-	-	-	185	-	-	-	-	185
Cambridge City Centre	481	-	-	-	481	-	-	-	-	481
College of West Anglia - Net Zero	274	850	876	-	2,000	-	-	-	-	2,000
Expansion of Growth Co Inward Investment	400	-	-	-	400	-	-	-	-	400
FE Cold Spots (capital)	-	-	-	-	-	-	2,400	2,175	-	4,575
Fenland Hi-tech Futures	400	-	-	-	400	-	-	-	-	400
Growth Works Additional Equity Fund	-	-	-	-	-	950	2,850	2,850	2,850	9,500
GSE Green Home Grant Capital Programme Ph 2	49,984	-	-	-	49,984	-	-	-	-	49,984
GSE Green Home Grant Capital - LAD 3	73,675	-	-	-	73,675	-	-	-	-	73,675
GSE Green Home Grant Capital - HUG 1	29,610	-	-	-	29,610	-	-	-	-	29,610
IEG Student Space	7	30	260	99	397	-	-	-	-	397
Illumina Accelerator	1,700	-	-	-	1,700	-	-	-	-	1,700
Market Towns: Chatteris	596	-	-	-	596	-	-	-	-	596
Market Towns: Ely	735	-	-	-	735	-	-	-	-	735
Market Towns: Huntingdon	391	-	-	-	391	422	-	-	-	813
Market Towns: Littleport	-	-	-	-	-	1,000	-	-	-	1,000
Market Towns: March	2,068	-	-	-	2,068	-	-	-	-	2,068
Market Towns: Ramsey	1,000	-	-	-	1,000	-	-	-	-	1,000
Market Towns: Soham	894	-	-	-	894	-	-	-	-	894
Market Towns: St Ives	433	-	-	-	433	380	-	-	-	813
Market Towns: St Neots	1,141	1,959	-	-	3,100	-	-	-	-	3,100
Market Towns: Whittlesey	914	-	-	-	914	-	-	-	-	914
Market Towns: Wisbech	746	-	-	-	746	-	-	-	-	746
Market Towns and Villages	-	-	-	-	-	1,250	1,250	-	-	2,500
South Fen Business Park	946	-	-	-	946	-	-	-	-	946
St Neots Masterplan	215	-	-	-	215	-	-	-	-	215
Start Codon (Equity)	1,475	-	-	-	1,475	-	-	-	-	1,475
The Growth Service Company	5,135	3,000	-	-	8,135	-	-	-	-	8,135
University of Peterborough Phase 3	-	-	-	-	-	-	-	-	-	-
Total Business and Skills	173,804	5,840	1,136	99	180,879	4,002	6,500	5,025	2,850	199,256

Delivery and Strategy	Approved to Spend Budgets				Total approved spend £'000	Subject to Approval budget				Total project budgets £'000
	2022-23	2023-24	2024-25	2025-26		2022-23	2023-24	2024-25	2025-26	
	£'000	£'000	£'000	£'000		£'000	£'000	£'000	£'000	
A505 Corridor	134	-	-	-	134	-	-	-	-	134
Active Travel Funding (Cap)	-	-	-	-	-	830	1,500	1,779	850	4,959
CAM Delivery to OBC	150	-	-	-	150	-	-	-	-	150
Care Homes Reterofit Programme	500	1,500	-	-	2,000	-	-	-	-	2,000
City of Cambridge Culture - Capital	-	-	-	-	-	183	153	30	-	366
Coldhams Lane roundabout improvements	234	-	-	-	234	2,200	-	-	-	2,434
Digital Connectivity Infrastructure Programme	2,118	1,500	1,500	-	5,118	-	-	-	-	5,118
Ely Area Capacity Enhancements	124	-	-	-	124	-	-	-	-	124
Fengate Access/Eastern Industries Access - Ph 1	109	-	-	-	109	5,380	-	-	-	5,489
Fengate Access/Eastern Industries Access - Ph 2	1,342	448	-	-	1,790	-	-	-	-	1,790
Fletton Quays Footbridge	465	942	2,021	-	3,428	-	-	-	-	3,428
Greater Cambridge Chalk Stream - Capital	-	-	-	-	-	100	100	100	-	300
Hunts Biodiversity for all - Capital	400	400	400	-	1,200	-	-	-	-	1,200
King's Dyke	1,109	-	-	-	1,109	2,100	-	-	-	3,209
Local Highways Maintenance Grant (PCC & CCC)	27,695	27,695	27,695	27,695	110,780	-	-	-	-	110,780
Logan's Meadow Nature Reserve	250	30	-	-	280	-	-	-	-	280
March Junction Improvements	2,493	-	-	-	2,493	1,228	-	-	-	3,721
Meanwhile, North East Cambridge - Capital	-	-	-	-	-	-	1,000	-	-	1,000
Nature and Environment Investment Fund	-	250	750	-	1,000	-	-	-	-	1,000
Net Zero Villages Fund	750	250	-	-	1,000	-	-	-	-	1,000
Peterborough Green Wheel	250	500	-	-	750	-	-	-	-	750
Regeneration of Fenland Railway Stations	-	-	-	-	-	674	-	-	-	674
Snailwell Loop	-	-	-	-	-	500	-	-	-	500
Soham Station	2,268	-	-	-	2,268	-	-	-	-	2,268
St Ives (SOBC, OBC & FBC)	-	-	-	-	-	-	-	-	-	-
Transport Modelling	740	-	-	-	740	1,136	585	215	215	2,891
Waterbeach solar PV vehicles - capital	-	-	-	-	-	2,000	700	-	-	2,700
Wisbech Access Strategy	1,573	-	-	-	1,573	-	-	-	-	1,573
Wisbech Rail	241	-	-	-	241	5,688	5,000	-	-	10,928
ZEBRA capital funding	6,258	-	-	-	6,258	-	-	-	-	6,258
Total Delivery and Strategy	63,526	39,067	33,214	27,695	163,502	40,804	9,038	2,124	1,065	216,533

	Approved to Spend Budgets				Total approved to spend £'000	Subject to Approval budget				Total project budgets £'000
	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000		2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	
Housing										
Affordable Housing Grant Programme	21,934	-	-	-	21,934	-	-	-	-	21,934
Housing Investment Fund - contracted payments	6,456	-	-	-	6,456	-	-	-	-	6,456
Total Housing	28,389	-	-	-	28,389	-	-	-	-	28,389
	Approved to Spend Budgets				Total approved to spend £'000	Subject to Approval budget				Total project budgets £'000
	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000		2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	
Corporate Services										
ICT Capital costs	42	42	42	42	167	-	-	-	-	167
Office Fit-Out costs	200	-	-	-	200	-	-	-	-	200
Total Corporate Services	242	42	42	42	367	-	-	-	-	367
Total Capital Programme	265,561	44,948	34,391	27,836	373,136	44,806	15,538	7,149	3,915	444,544

Appendix 4: Detailed Explanations of Material Variances

Operational Revenue Variances >£100k

1. Combined Authority Staffing		Change in forecast expenditure	£75k
2022-23 Budget	£7,528k	Forecast expenditure	£7,604k
<p>We are currently looking at the structure as part of the improvement plan. There are a number of areas which are over and under-forecast and this is being managed holistically to minimise variance for the year.</p> <p>There are vacancies which create savings which are set against the pressures from interim appointments being more costly than permanent staff.</p> <p>Where interim staff are specifically working on the improvement plan they will be charged to that budget line</p>			

2. Interest Receivable on Investments		Change in forecast income	-£432k
2022-23 Budget	-£68k	Forecast income	-£500k
<p>The 2022/23 budget was set in late 2021 at which point inflation, and the Bank of England base rate, were significantly lower than they are currently, and expected to stay for the rest of the year.</p> <p>Following the national trend interest available on deals to the Combined Authority have increased, as the Combined Authority holds most of its funds in short term deals we have been able to capitalise on this and achieve substantially higher interest income than was anticipated.</p> <p>As the final income will depend on the behaviour of interest rates throughout the rest of 2022-23 the forecast is an estimate which will continue to be updated throughout the year as the final position crystallises.</p>			

3. Interest charged on borrowing		Change in forecast income	-£500k
2022-23 Budget	£500k	Forecast expenditure	£0k
<p>The 2022/23 budget was set in late 2021 at which point inflation, and the Bank of England base rate, were significantly lower than they are currently, and expected to stay for the rest of the year.</p> <p>Following the national trend interest available on deals to the Combined Authority have increased, as the Combined Authority holds most of its funds</p>			

in short term deals we have been able to capitalise on this and achieve substantially higher interest income than was anticipated.

As the final income will depend on the behaviour of interest rates throughout the rest of 2022-23 the forecast is an estimate which will continue to be updated throughout the year as the final position crystalises.

Workstream Revenue Variances >£250k

4. LAD Phase 3 and Home Improvement Grant		Change in forecast expenditure	-£6,458k
2022-23 Budget	£15,045k	Forecast expenditure	£8,587k
<p>As the delivery of Sustainable Warmth is forecast to be substantially lower than the original grant value (more detail is set out in the capital variance explanation below), the amount spent on the revenue elements of administering the grant, along with non-capitalisable costs within the programme, are forecast to be correspondingly lower.</p>			

Capital Variances >£500k

5. Retrofit grants (LAD 2 & 3, home improvement grant)		Change in forecast expenditure	-£84,610k
2022-23 Budget	£153,269k	Forecast expenditure	£68,658k
<p>Work is ongoing to maximise our delivery of LAD2. This involves building both the project team, and installer, capability and capacity. It must be noted that this will have minimal impact in the time remaining on LAD 2 but will provide larger benefits to the delivery of Sustainable Warmth and future projects.</p> <p>Using actuals to end of June 2022 and applying various delivery scenarios our current forecast gives a range of ~£16m - £21m on LAD 2 at scheme end. Once the forecast is risk adjusted for late billing variance, and potential increasing impact from it, we have an upper end forecast around £24m. Note that the upper forecast is extremely unlikely, and we require performance to improve compared to June 2022 delivery to achieve the lower forecast of £16m.</p> <p>Extending these forecast delivery levels through the Sustainable Warmth programme to the end of March 2023 produces an upper bound expected spend of £48.7m which combined with the middle of LAD 2's forecast gives the forecast outturn of £68.7m.</p>			

Lessons must be learned from this and prior scheme underperformance to ensure the same issues do not occur in future initiatives. The complexity, difficulty, and greater exposure to risk from aggregating delivery across a large territory should be better assessed in future schemes and compared to the ability for Local Authorities to be funded to deliver for themselves as some have been able to do through grant funding agreements. This will lead to a better balance of delivery and monitoring and enable Local Authorities to be supported to grow their local delivery capability through shared good practice, installer networks, and the development of required Green Skills and Qualifications.

Significantly more detail and context were included in the project reports to the Combined Authority at their meeting on the 31st August.

6. A10 Dualling		Change in forecast expenditure	-£3,067k
2022-23 Approved Budget	£3,993k	Forecast expenditure	£926k

The forecast spend on the A10 project does not include the project programme costs, which are anticipated to be delivered over three financial years.

The detailed costs and programme for the A10 improvements are still being finalised, once they are complete a change request will be brought setting out the revised delivery timeline and expenditure profile.

7. Soham Station		Change in forecast expenditure	-£1,438k
2022-23 Approved Budget	£2,268k	Forecast expenditure	£175k

As reported alongside the outturn report to the Combined Authority's meeting in July, Soham Station has been completed ahead of schedule and with a substantial saving against the original budget.

A small number of ancillary works are being completed around the functioning station, hence a small degree of spend is still anticipated this year, but the vast majority of the saving can now be realised.

8. Wisbech Access Strategy		Change in forecast expenditure	-£1,438k
2022-23 Approved Budget	£1,573k	Forecast expenditure	£135k

Awaiting explanation from transport team



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Agenda Item No: 4.2

Kings Dyke – Request to draw down subject to approval funding

To: Cambridgeshire and Peterborough Combined Authority Board

Meeting Date: 19 October 2022

Public report: Yes

Lead Member: Mayor Dr Nik Johnson

From: Anna Graham, Transport Programme Manager

Key decision: Yes

Forward Plan ref: 2022/025

Recommendations: The Transport and Infrastructure Committee is recommended to:

Recommend that the Combined Authority Board approve the drawdown of £1m of subject to approval funding for Kings Dyke levelling crossing closure from the Medium-Term Financial Plan.

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

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

1. Purpose

1.1 To seek approval from the Combined Authority Board for the drawdown of funding from the subject to approval funding from the Medium-Term Financial Plan (MTFP).

2. Background

2.1 The A605 is an important east-west route between the Fens and Peterborough, providing connections to the A1(M) and the A47 via the Peterborough Parkway Network. It currently suffers significant congestion during closures at the level crossing which services approximately 120 daily train movements. The scheme's objective is to remove this road-rail conflict.

2.2 At its meeting in October 2018 the Combined Authority Board approved funding of up to £16.4m from the MTFP and the apportionment of 40 / 60 as a split of any under/overspend against the budget between Cambridgeshire County Council [CCC] (40%) and the Combined Authority (60%).

2.3 The main contractor, Jones Bros Civil Engineering UK, was appointed for the construction phase which commenced on 15th June 2020. The scheme is forecast to complete in December 2022 and the project remains on programme to achieve this.

2.4 The total scheme budget of £29.98 million is made up of £5.58 million from Cambridgeshire County Council [CCC] (Local Transport Bodies and residual capital), £8 million Growth Deal funding approved by the former Local Enterprise Partnership and £16.4 million from the Cambridgeshire and Peterborough Combined Authority's Gainshare.

2.5 In April 2020, CCC's Economy and Environment Committee recommended to the General Purposes Committee that additional funding of £2.018 million be allocated to the scheme to cover the value of the risk register as outlined in CCC's Economy and Environment Committee paper, Annex 1. In addition to the £2.018 million the Committee recommended £1.5 million Covid-19 risk contingency be created. The General Purposes Committee approved both recommendations April 2020.

2.6 The approval of the £3.5m at the CCC General Purposes Committee in April 2020 changed the budget to £33.5m for the project, however, the approval of the October 2018 CA Board paper agreed that funding more than the £29.98 million budget would be apportioned between the Combined Authority and CCC, 60/40.

2.7 The current forecast is within the revised budget of £33.5m. The table below shows the forecast compared to the original budget of £29.980,000 and current Combined Authority share,

Budget	Forecast	Variance	CPCA Share
£29,980,000.00	£32,898,000.00	-£2,918,000.00	-£1,750,800.00

2.8 Whilst construction progresses well, a key activity was the requirement to part fill the Star Pit to support the embankment for the bridge. This was a complex engineering challenge and has needed additional work than originally envisaged. This is being worked through collaboratively between CCC and their contractor. The forecast is based on the assumed outcome of the Star Pit work and includes disallowed cost deductions.

- 2.9 Within the existing approved budget there is £1.1m. The drawdown of £1m with the existing approved £1.1m enable the Combined Authority to meet its obligations under the funding agreement and honour the current forecast value of the Combined Authority portion. However, the current forecast is based on an assumed outcome for the Start Pit work and therefore, if the final outcome is different, it may be necessary to return to board to seek approval for further utilisation of the Subject to Approval Funding.
- 2.10 CCC has received and spent the £8 million Local Growth Funding and the £16.4 million from gainshare.
- 2.11 The project remains on target to complete in December 2022.

3. Financial Implications

- 3.1 The MTFP has a subject to approval amount of £2.1m for Kings Dyke levelling crossing closure and if approved, the current funding drawdown will be spent in the current financial year.

4. Legal Implications

- 4.1 The Kings Dyke Level Crossing project has a signed Grant Funding Agreement in place between the Combined Authority and CCC.
- 4.2 The Grant Funding Agreement includes the approved apportionment of 40 / 60 as a split of any under / overspend against the budget between CCC (40%) and the Combined Authority (60%).

5. Public Health Implications

- 5.1 The £1.5 million contingency was used to enable safe working on site throughout the Covid – 19 pandemic and suitable precautions remained onsite enabling teams to continue to work.

6. Environmental and Climate Change Implications

- 6.1 The project is in construction and includes areas of landscaping that aims to reduce the visual impact of the road. In addition, the planting offers the opportunity for biodiversity.

7. Other Significant Implications

- 7.1 None

8. Appendices

- 8.1 Appendix 1 – County Council’s 23 April 2020 Economy and Environment Committee Paper
- 8.2 Appendix 2 – County Council’s 23 April 2020 General Purposes Committee Paper.

9. Background Papers

- 9.1 [October 2018 Combined Authority Board Paper](#)
- 9.2 [January 2021 Transport and Infrastructure Paper](#)



Agenda Item No: 4.3

Active Travel Grant Funding

To: Cambridgeshire and Peterborough Combined Authority Board

Meeting Date: 19 October 2022

Public report: Yes

Lead Member: Mayor Dr Nik Johnson

From: Anna Graham, Transport Programme Manager

Key decision: Yes

Forward Plan ref: 2022/040

Recommendations: The Combined Authority Board is recommended to:

- a) Approve the drawdown of £635,000 of Active Travel Capital Funding Grant allocated by the Department for Transport for two active travel measures in Peterborough. £625,000 for Thorpe Wood Cycle Way and £10,000 for School Streets.
- b) Delegate authority to the Interim Head of Transport in consultation with the Chief Finance Officer and Monitoring Officer, to conclude a Grant Funding Agreement with Peterborough City Council to enable work to progress.

Voting arrangements: Item a) vote in favour by at least two thirds of all Members (or their Substitute Members) appointed by the Constituent Councils, to include the Members appointed by Cambridgeshire County Council or Peterborough City Council, or their Substitute Members

Item b) a simple majority of all Members present and voting.

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

1. Purpose

- 1.1 To seek approval from the Combined Authority Board to drawdown the £635,000 granted by the Department for Transport (DfT) from their Active Travel Fund for Thorpe Wood Cycleway and School Streets – both in Peterborough.
- 1.2 Additionally, approval is sought from the Combined Authority Board to delegate authority to the Interim Head of Transport to conclude a Grant Funding Agreement in consultation with the Chief Finance Officer and Monitoring Officer. Enabling, the funding to be granted to Peterborough City Council.

2. Background

- 2.1 In May 2020 central government announced funding supporting Local Authorities to install emergency active travel measures as part of the government's response to the COVID-19 pandemic. Tranche 2 followed and funding for 2021 to 2022, announced in May 2022, supports the creation of longer-term active travel projects.
- 2.2 A new executive agency of the DfT, Active Travel England (ATE), has been established and expected to be fully rolled out in 2022-23. ATE reviewed all Tranche 3 scheme proposals put forward for their compliance with LTN 1/20, for their usefulness to cyclists and pedestrians and for their ability to contribute to the wider active travel network.
- 2.3 Those projects which received funding were considered by ATE to be of good quality, ambition and capable of meeting LTN 1/20 requirements. For the Combined Authority area, funding has been granted for two active travel measures in Peterborough.
 - Thorpe Wood Cycleway; and
 - School Streets
- 2.4 For those projects which did not receive funding, the DfT and ATE provided high level feedback which identified the issues that would need to be resolved if they are to be successful in future funding rounds. Common themes were identified such as, shared use paths, narrow cycle/footways, and lack of protection at junctions.
- 2.5 The Active Travel Management Combined Authority Paper of 28 July 2021 outlined the approach to developing the active travel fund bid, drawing on the draft Local Cycling and Walking Infrastructure Plan (LCWIP) for both Highway Authorities. The Peterborough draft LCWIP identified Thorpe Wood, Peterborough as a priority with a Benefit Cost Ratio of 2.5 – high value for money. The economic appraisal, within the LCWIP, follows the principles set out by the Treasury in its 'Green Book' and developed in accordance with the approach set out by the DfT in its web-based Transport Analysis Guidance (WebTAG, updated 1st May 2019). Additionally, this scheme was processed through the Active Mode Appraisal Toolkit (AMAT).
- 2.6 The Thorpe Wood Cycleway looks to connect the replacement footbridge currently being progressed by the A1260 Junction 15 project with existing cycleways off Thorpe Wood Road, and into the Anglian Water Offices. The cycleway has potential for extension beyond this point should funding become available in the future. The plan attached in Appendix 1 shows the full potential length of the cycleway – subject to future funding.
- 2.7 Thorpe Wood Cycleway received funding from Tranche 2 Active Travel Funding and

preliminary design is underway. Peterborough City Council are working with Active Travel England who are currently reviewing the preliminary design. The addition of the Tranche 3 Active Travel Funding will support the project's progress into detailed design and construction.

- 2.8 School Streets sees temporary road closures outside the entrance of a school, enabling it to become a foot, or cycle or scoot zone during the schools opening and closing times. Encouraging active travel and reducing congestion and pollution outside the school entrances.
- 2.9 Funding from Tranche 2 enabled 11 schools to become 'School Streets' and the Tranche 3 funding enables these to transition from temporary to permanent arrangements by Traffic Regulation Order and permanent signage. In addition, Peterborough City Council would like to establish further school streets, where viable, with interested schools. These schemes are key fundamental components of the emerging strategy for the city as outlined in the Local Transport and Connectivity Plan.

3. Financial Implications

- 3.1 The Tranche 3 Active Travel Grant has been awarded by the DfT for Thorpe Wood Cycleway at a value of £625,000 and to the School Streets to a value of £10,000.
- 3.2 Approximately £220,000 is expected to be spent in 2022/23 financial year and the remaining funding spent in 2023/24 financial year.

4. Legal Implications

- 4.1 The Combined Authority will enter into a Grant Funding Agreement after confirmation as fit for purpose by the Combined Authority's Legal Services. The recommendations accord with CPCA's powers under Part 3 and 4 of the Cambridgeshire and Peterborough Combined Authority Order 2017 (SI 2017/251)

5. Public Health Implications

- 5.1 Thorpe Wood Cycleway and School Streets seek to encourage active travel by providing improved and safe routes. Increasing those walking and cycling as the subsequent health and wellbeing benefits of exercise.

6. Environmental and Climate Change Implications

- 6.1 Encouraging active travel by providing cycle routes or safe zones seeks to influence travel choice and potentially lead to mode shift.

7. Other Significant Implications

- 7.1 None at this time

8. Appendices

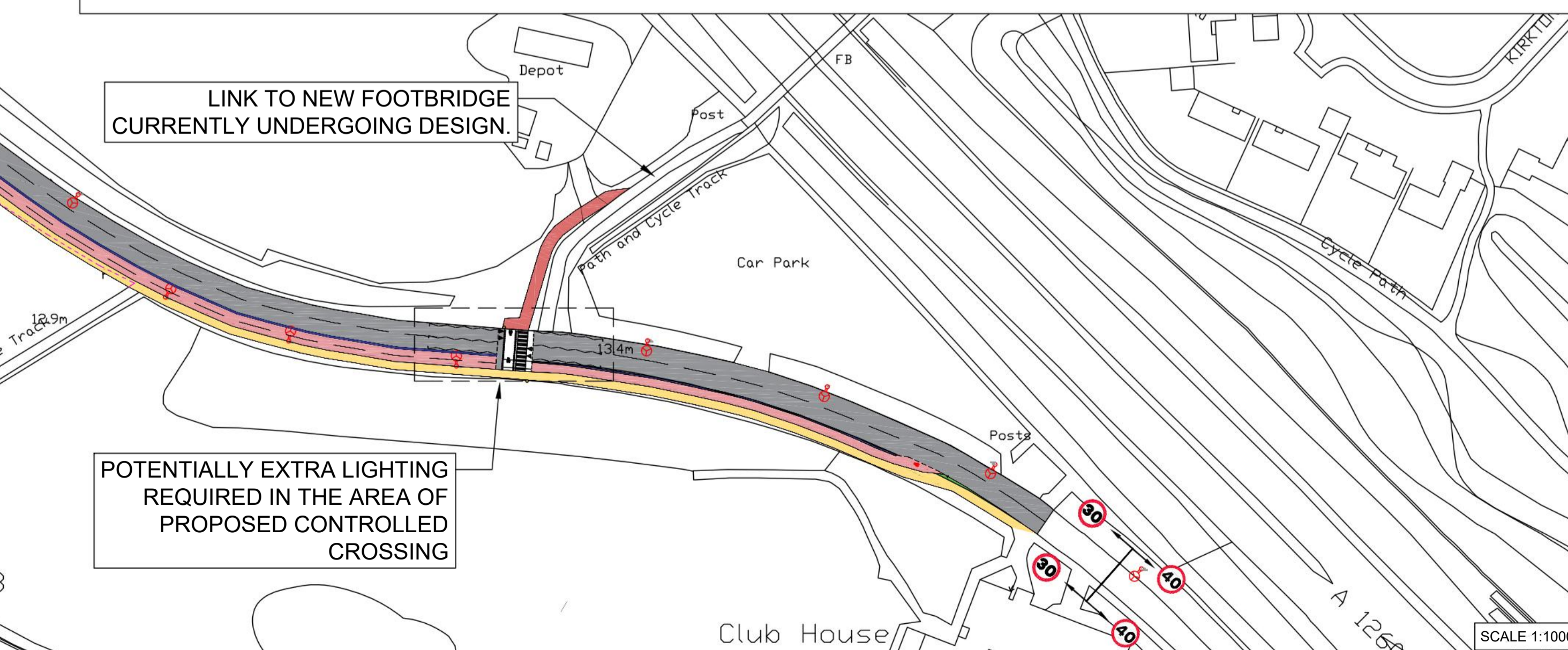
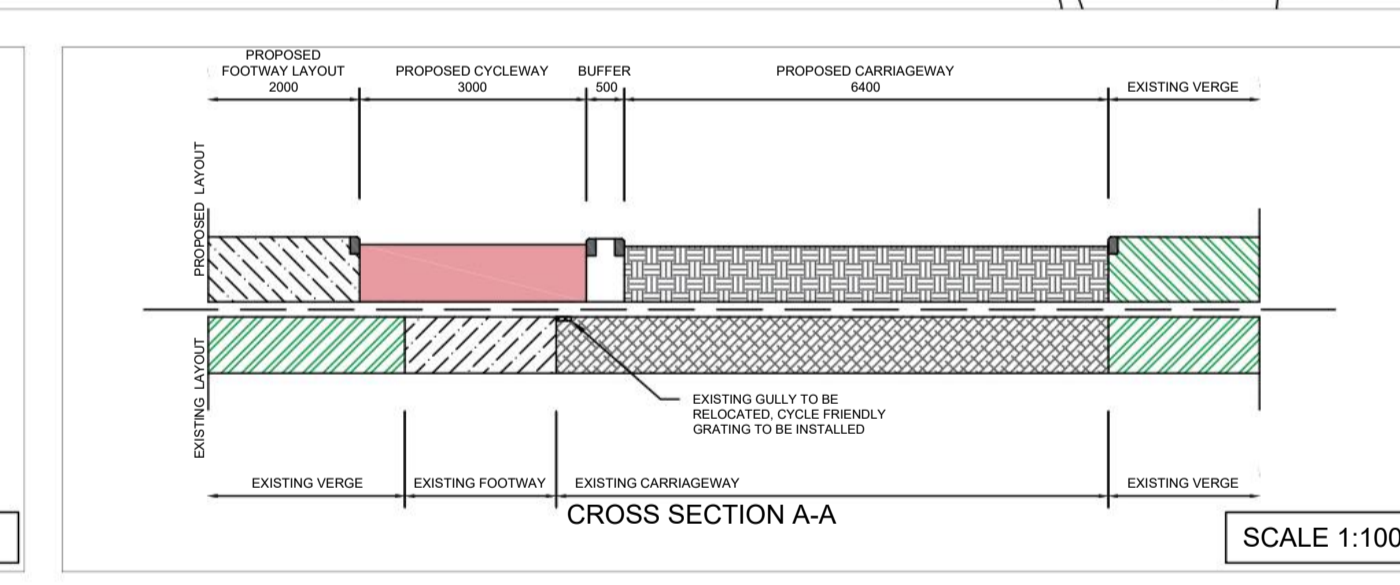
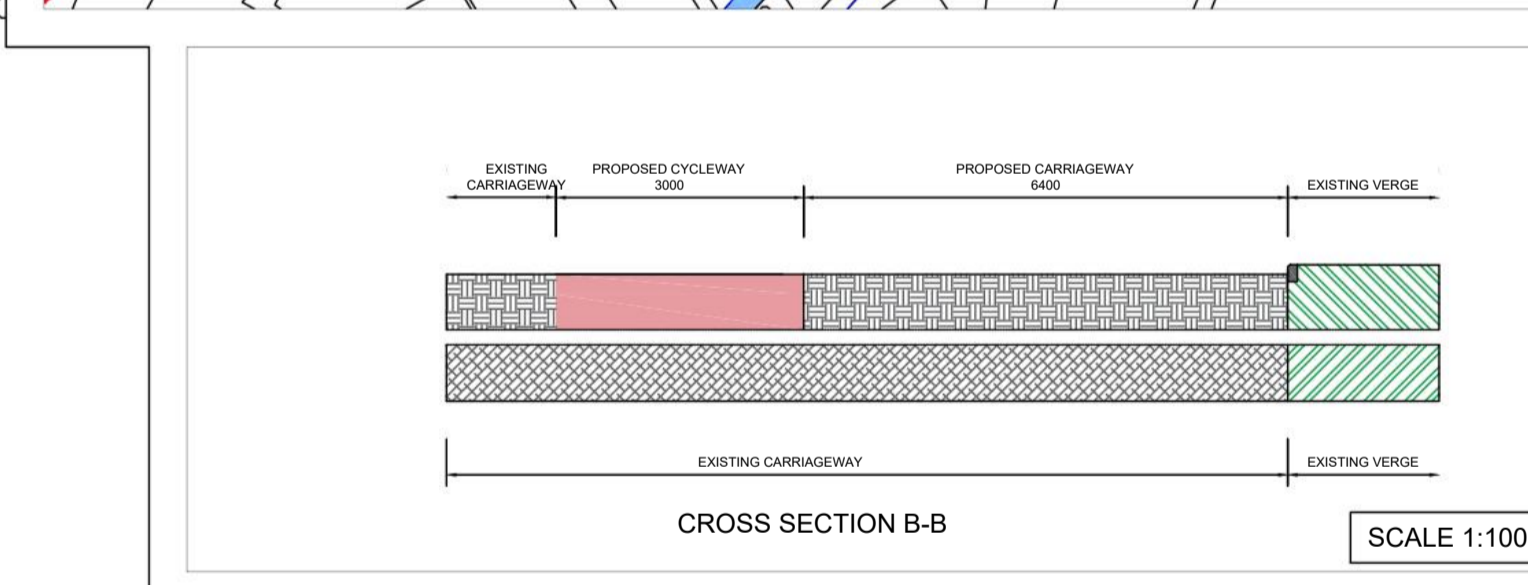
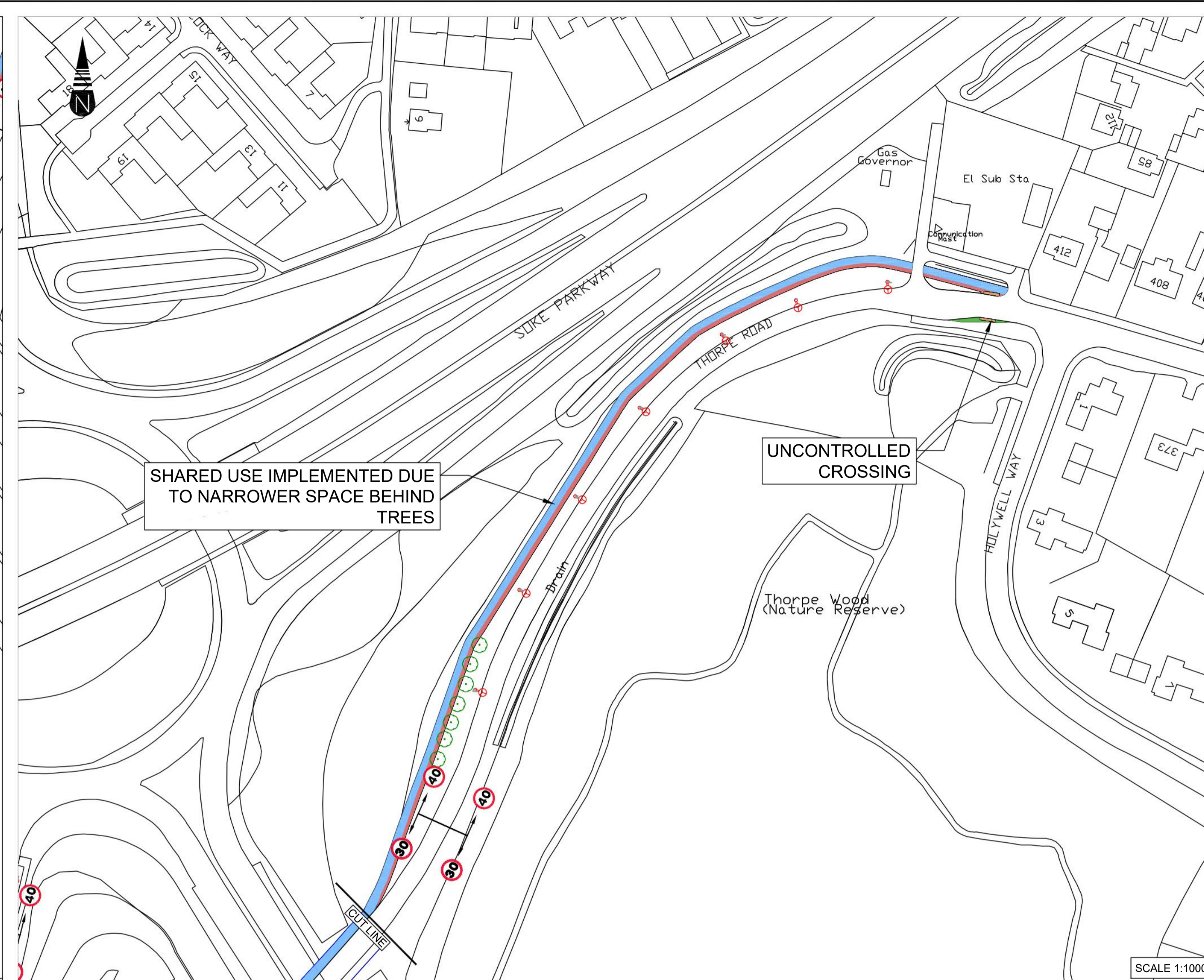
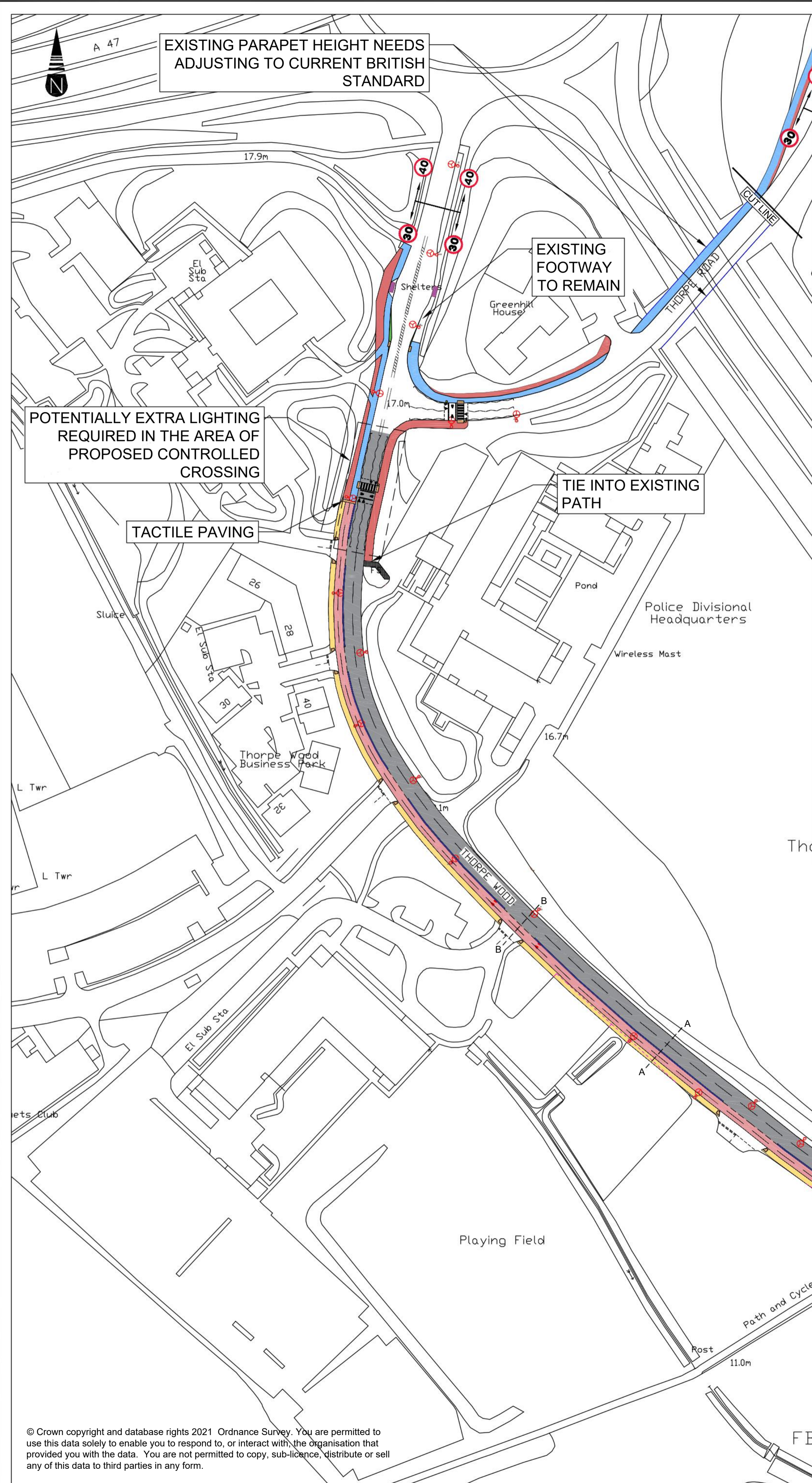
8.1 Appendix 1 – Thorpe Wood Cycleway Plan

8.2 Appendix 2 – Grant Funding Letter

9. Background Papers

9.1 Peterborough LCWIP - [LCWIP \(Aug 21\) \(peterborough.gov.uk\)](#)

9.2 Active Travel Management 28 July 2021 Combined Authority [Board Paper](#)



- NOTES:
- DO NOT SCALE FROM THIS DRAWING.
 - SITE VERIFY ALL DIMENSIONS PRIOR TO CONSTRUCTION
 - REPORT ALL DISCREPANCIES TO THE DRAWING ORIGINATOR IMMEDIATELY
 - THIS DRAWING IS TO BE READ IN CONJUNCTION WITH ALL RELEVANT DOCUMENTS AND DRAWINGS

- KEY:
- PROPOSED CYCLE LANE
 - EXISTING BUS STOP
 - PROPOSED TACTILE PAVING
 - BOARDER TO EXISTING CAR PARK
 - EXISTING PARAPET TO BE RAISED
 - PROPOSED 3m SHARED USE PEDESTRIAN AND CYCLE
 - PART OF SHARED USE PEDESTRIAN AND CYCLE LAND TO BE RECLAIMED FROM ADJACENT GRASS VERGE
 - PROPOSED CARRIAGEWAY NARROWING
 - PROPOSED 500mm BUFFER
 - PROPOSED LIGHTING COLUMN
 - LAND TO BE RECLAIMED FOR PROPOSED FOOTWAY
 - EXISTING LIGHTING COLUMN

Rev	Date	Description	Dm	Chk	App
P01	26/01/2022	FIRST ISSUE	MD	JPK	AE

Revisions					
Drawing Originator					

Peterborough Highway Services
 Delivered by
MILESTONE **PETERBOROUGH CITY COUNCIL**

Drawing Status
FOR INFORMATION
 Project Name
THORPE WOOD CYCLEWAY

Title
PROPOSED LAYOUT OPTION 1 -REALIGNMENT TO THE WEST WITH SHARED USE FOOTWAY AND CYCLEWAY -30MPH SPEED LIMIT

Sheet Size	Scale	Drawn by	Checked by	Approved by
A1	AS SHOWN	MD	JPK	AE
		Drawn Date	Checked Date	Approved Date
		25/01/2022	25/01/2022	26/01/2022

Drawing Number	Status	Rev
5080956-PCC-HGN-ZZ-DR-CH-0100	S2	P01

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Department
for Transport

18th March 2022

To: Local Authority Officers

Active Travel Capital Funding Grant award letter (2021-22): No 31/6014

Thank you for your bid for funding from the Active Travel Fund for a scheme/ schemes (see Annex A). I am writing with details of your authority's capital funding allocation for 2021/22. Your funding will be paid as a capital grant under Section 31 of the Local Government Act 2003. Section 31 terms and conditions are set out in Annex B. You are also required to accept the funding principles set out in the attached memorandum of understanding at Annex E.

As you will be aware the new executive agency of the Department for Transport, Active Travel England (ATE), has now been established in shadow form before its full rollout in 2022-23. The shadow body conducted an exercise to scrutinise all scheme proposals for their compliance with the new standards in Local Transport Note 1/20 (LTN 1/20), for their usefulness to cyclists and pedestrians and for their ability to contribute to a coherent wider network which can transform conditions for active travel in a place.

Where your scheme has received funding, the ATE considered that these schemes demonstrated good quality and ambition and are capable of meeting LTN1/20 requirements. ATE will continue to work with you to ensure high quality designs are delivered.

Where schemes within your bid have not been funded, the Department and ATE identified one or more issues and would require further evidence to be successful in a future funding round. Common issues identified were;

- Shared use paths
- Narrow cycleways/footways
- Lack of protection at junctions
- Peripheral locations – low potential usage
- Poor value for money
- Schemes not forming part of a coherent wider network

Feedback will be provided on bids on request in due course. ATE will work with you to help you develop the schemes in your pipeline for the next three-year funding settlement.

Your grant is awarded on the understanding that your authority will deliver the funded schemes in conjunction with ATE and that your officers will work with ATE to resolve to ATE's satisfaction any scheme design shortcomings that they identify.

As we have made clear before, and as set out in Gear Change, any schemes delivered using DfT funding will have to comply with the Department's Cycle Infrastructure Design Guidance, LTN 1/20. Sustrans have been delivering bespoke training on LTN 1/20 and its tools which have helped empower and enable local authorities to deliver safe, inclusive and good quality cycle infrastructure. Training comprises a one-day interactive course. Courses are available for single authorities or combined authorities and will be for 8 to 12 places for each authority per course. Sustrans will be in touch with your named officer directly to provide information on how to join this course.

We appreciate that, during implementation, opportunities or challenges may arise that require a change to your project in order for outcomes to be realised to their full potential. Any material changes should be reported to the DfT/ATE by email to walking.cycling@df.gov.uk. Should your ability to deliver the objectives for which funding was awarded be significantly compromised, the Department reserves the right to amend future funding provision as appropriate.

Funding must wherever possible be committed by the end of the 2022/23 financial year, and schemes delivered as soon as reasonably possible thereafter, but where this is not possible authorities should discuss options with the Department's/ATE officials.

All authorities will be expected to participate in monitoring and evaluation activities for the ATF. Monitoring data will likely be collected every 6 months (to track progress and spend). Data on the deliverables that have resulted from this fund (or to which this fund has contributed) in the form of output monitoring data. This will need to be submitted to Department at the point that the majority of schemes are complete and at 6 and 12 months after completion.

In addition, all authorities should formally evaluate schemes funded via this grant, and some projects will be identified for inclusion in the national programme-level evaluation. The level of evaluation required will be proportionate to the size, value and nature of individual schemes and programmes. Specific data will need to be provided to DfT to feed into a meta-analysis of the ATF. A summary of this is presented below.

Authorities delivering schemes and programmes costing more than £2m are required to design and implement their own M&E processes to measure the outputs, outcomes and impacts of the intervention and submit these to DfT for review prior to the start of construction. Authorities are also strongly encouraged to carry out a formal evaluation of schemes and programmes valued at £1-2m. Where feasible they should design and implement a proportionate M&E programme to understand the impact of the intervention.

DfT are commissioning a National Evaluator (NE) who will have responsibility for programme-level evaluation of the ATF. This will include conducting the meta-analysis of higher value interventions as well as evaluation of a sub-set of lower-value schemes and those considered to be novel or contentious. The NE will select a sample of schemes to include in the national evaluation. All authorities should be prepared to participate in the national evaluation, and work with the NE to develop appropriate monitoring and evaluation plans if selected. The national evaluation will be funded by

DfT. To avoid duplication of effort and ensure value for money to the taxpayer, the NE will draw on evaluation data collected as part of evaluations undertaken by authorities where available. The Department will be in contact with authorities delivering higher value schemes and programmes and to those selected to be part of the national evaluation about their plans.

Our grants may be audited by the Department or external auditors, and if this is the case, the Department will notify your authority in writing. Authorities are expected to comply with any such arrangements. You should familiarise yourselves with the Fraud Act 2006 and the Bribery Act 2010 when making claims, and in provision of funding to partner organisations. Personal information collected for grant purposes will be used by the Department for Transport for administering the fund. We may share information for the purposes of countering fraud or otherwise as required or permitted by law.

The Department will observe its obligations under the Data Protection Act 1998 in responding to requests made under the Freedom of Information Act 2000. Where a request includes personal information that you have provided, we will consult you before deciding whether such information should be disclosed.

Please sign and date the grant acceptance slip at Annex D and return it to the walking.cycling@dft.gov.uk along with notification of publication of consultation plans (a weblink would suffice) and any further evidence required by Wednesday 23rd March. The grant will be paid in a one-off payment in full on receipt of your signed acceptance slip and other documentation.

Yours sincerely,

A handwritten signature in blue ink, appearing to read 'R Furness', with a long horizontal stroke extending to the right.

Rupert Furness
Deputy Director, Active Travel, DfT

Annex A – List of funded schemes

Cambridgeshire and Peterborough CA

Thorpe Wood Cycleway Phase 2
School Streets

Value £ 635,000

Annex B: Terms and conditions

We expect each local authority to use this funding as proposed in their completed pro forma and as agreed with Active Travel England.

This funding will be paid via a grant under Section 31 of the Local Government Act 2003. Available online here: <http://www.legislation.gov.uk/ukpga/2003/26/section/31>

For any grant, Government is required to monitor the effectiveness of any public investment. We therefore expect you to have robust monitoring and evaluation plans in place. Funding for the second tranche of money will be conditional on demonstrating that bids represent value for money and evidence of suitable evaluation plans.

Complying with the UK's international obligations on subsidy control.

You should ensure that you are familiar with the latest guidance on subsidies for public authorities. Further guidance is available at:

<https://www.gov.uk/government/publications/complying-with-the-uks-international-obligations-on-subsidy-control-guidance-for-public-authorities>

ACTIVE TRAVEL FUND (CAPITAL) GRANT DETERMINATION (2021-22): No 31/6014.

The Minister of State for Transport ("the Minister of State"), in exercise of the powers conferred by section 31 of the Local Government Act 2003, makes the following determination:

Citation

1) This determination may be cited as the Active Travel Fund Determination (2021-22) [No31/6014].

Purpose of the grant

2) The purpose of the grant is to provide support to local authorities in England towards expenditure lawfully incurred or to be incurred by them.

Determination

3) The Secretary of State determines as the authorities to which grant is to be paid and the amount of grant to be paid, the authorities and the amounts set out in this letter.

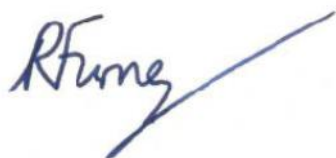
Grant conditions

4) Pursuant to section 31(3) and 31(4) of the Local Government Act 2003, the Secretary of State determines that the grant will be paid subject to the conditions set out above.

Treasury consent

5) Before making this determination in relation to local authorities in England, the Secretary of State obtained the consent of the Treasury.

Signed by authority of the Minister of State for Transport



Rupert Furness

Deputy Director, Active and Accessible Travel, Department for Transport

18 March 2022

Annex C

Active Travel Capital Funding 2021-22:

Consultation Requirements for Local and Combined Authorities

All grant recipients are required to undertake the following actions:

- 1. Undertake appropriate surveys (or similar methods to gain insight on public opinion) with local residents**
 - Surveys should be undertaken both before schemes are finalised and post-implementation.
 - Surveys could either be undertaken on a programme of schemes as a whole, or on individual elements, as appropriate.
 - The Department will provide example survey questions and guidance for effective public opinion surveys.
 - Surveys can be funded through authorities' capital funding allocations

- 2. Before starting construction of schemes – confirm appropriate consultation has been undertaken with local stakeholders**
 - LA transport teams to email DfT, confirming they have:
 - consulted all key local stakeholders (including with protected groups)
 - obtained broad support for their schemes and made any changes to take account of local feedback
 - implemented a clear communications plan to deal with any backlash which draws on the results of local opinion surveys
 - discussed plans with local MPs, and provide a summary of MPs' responses (e.g. via a RAG rating)
 - Consultations do not need to show unilateral support, but instead that reasonable levels of consultation have been carried out and reasonable adjustments to schemes made in response to concerns.
 - In cases where there are a number of schemes which are part of a wider programme (e.g. in combined authority areas), authorities may wish to notify the Department in batches, when appropriate schemes are ready for construction.
 - Please email confirmation to: walking.cycling@dft.gov.uk

- 3. During and post-implementation of schemes: undertake monitoring of schemes and submit reports to DfT**
 - DfT will undertake short "pulse" surveys, to gauge authorities' progress in delivery of 2021-22 schemes.
 - At completion and at 6 and 12 months after the opening of the majority of schemes, authorities are required to submit a monitoring report on outputs delivered and the effects of schemes (via combined authorities for city regions).
 - Reports will highlight any modifications made to schemes in response to local feedback.
 - Reports will include the results of local resident surveys that test the effectiveness of schemes post implementation.
 - DfT will circulate updated monitoring and evaluation guidance to support these requirements, with suggested templates for reports.

- Authorities may also be invited to participate in the Department's national evaluation of Active Travel schemes.

4. In the event that schemes cannot be progressed or appropriate consultation is not completed:

- The ATE/the Department will work with authorities to identify appropriate alternative schemes that remain consistent with the objectives of the original bid and DfT's strategic objectives for the Fund.
- If no alternative solution can be found, the Department reserves the option to recover funding for schemes by reducing a future grant payment to the authority.

Annex D

Grant Acceptance Slip

I acknowledge receipt of the Active Travel Fund Award letter under Grant Determination No. 31/6014. I accept the grant offer on behalf of the authority subject to the conditions set out in this letter. I confirm that I am lawfully authorised to do so.

Signed.....

Please print name of officer.....

Position.....

Please return to John Sweetman by email to: walking.cycling@dft.gov.uk

Annex E

MEMORANDUM OF UNDERSTANDING

Between

Department for Transport

-and-

Local authorities in receipt of active travel capital funding 2021/2022

1. Purpose

1.1. This Memorandum of Understanding ('MOU') sets out the terms, principles and practices that will apply to the working relationship between the Department for Transport ('DfT') and the funded local authority ('the Council')(collectively 'the Parties') regarding the administration and delivery of Active Travel Capital Funding.

2. Background

2.1. This MOU covers the funding commitments from DfT and the delivery, financial expenditure, agreed milestones, reporting and evaluation, communication and branding expectations between the Parties.

3. Purpose of Funding

3.1. DfT considered the application submitted by the Council for the Active Travel Capital Funding 2021/2022. The allocation for 2021/2022 is set out in attached grant acceptance letter.

3.2. The funding is provided to form part of the necessary capital investment required for delivery of your approved schemes as set out in the grant acceptance letter. DfT expects the Council to use the funding provided for the purposes outlined in the application approved by DfT, and that evidence will be provided to demonstrate this. Grant funding will be paid in full in March 2022. Assurance on project progress shall be borne out through the formal monitoring and assurance process set out in Clause 8 and 9 of this MOU.

4. Financial Arrangements

4.1. The Council agrees to use Active Travel grant payments issued by DfT for capital expenditure only.

4.2. Payments to the Council will be made in March 2022. Release of the payment will be dependent on submission of the signed Grant Acceptance Slip which is at Annex D of the accompanying Grant Acceptance Letter.

4.3. Requests by the Council to amend schemes and expenditure will be considered by DfT, but approval will be subject to the availability of resources. There are no guarantees that such requests will be accommodated.

- 4.4. In accordance with the declaration signed by the Council's Section 151 Officer as part of the Bid Application, the Council accepts responsibility for meeting any costs over and above DfT's contribution set out in Clause 3.1, including potential cost overruns and the underwriting of any funding contributions expected from third parties.
- 4.5. The Council must commit to spend all grant funding by the end of the funding period, 31 March 2023.
- 4.6. If the Council fails to comply with any of the expectations set out in this MOU, the Secretary of State may:
- 4.6.1. reduce, suspend or withhold future DfT grant payment
 - 4.6.2. by notification in writing to the Council, require the repayment of the whole or any part of the grant
- 4.7. The council will ensure that its use of the funding complies with all relevant laws and the UK's international obligations. The DfT will not be liable for the council's failure to comply with relevant laws and obligations including, but not limited to, procurement and subsidy control legislation.

5. Duration and Review Point

- 5.1. This MOU will come into effect upon acceptance of the grant terms and conditions via DfT receipt of a signed Grant Acceptance Slip which is at Annex D of the accompanying Grant Acceptance Letter. It will remain in effect until it is terminated by either Party in accordance with the terms in Clause 10 of this MOU. It may be extended by the written agreement of the Parties.

6. Active Travel

- 6.1. The authority must ensure that proper and thorough public engagement has taken place on the design of the scheme, consistent with the advice in the Department's statutory Network Management Duty guidance. No funding will be released to the authority until satisfactory assurances have been provided to the Department on these matters. In addition, in the event the scheme is not constructed to LTN 1/20 standards, the Department reserves the right to pause any future payments to your authority made in respect of this grant award.
- 6.2. Authorities which have prematurely removed or weakened other active travel schemes in their areas should expect to receive less funding.

7. Monitoring and Evaluation

- 7.1. DfT has provided the Council with the Active Travel Fund Monitoring and Evaluation Guidance (insert link). M&E requirements are set out in the accompanying Grant Acceptance Letter.

8. Assurance

- 8.1. The Council is expected to have the necessary governance and assurance arrangements in place and that all legal and other statutory obligations and consents

will be adhered to, which may include, but not solely, state aid / subsidy control, equalities duties, procurement, health and safety and fraud. Annex B of the Grant Acceptance Letter refers.

8.2. The Council will ensure data can be shared for the prevention and detection of fraud by including the following clause in all agreements with companies or external entities:

“Data may be shared with other enforcement agencies for the prevention and detection of crime.”

8.3. The Council will fully comply with all obligations set out in the Fraud Risk Assessment guidance which will be sent to you in the Spring. This guidance will ensure the safe administration of grants and that appropriate measures are put in place to mitigate against the risk of both fraud and payment error.

9. Changes to approved Application

9.1. The Council will notify DfT of any proposed changes to the approved project(s) by submitting a change control request. These notifications should be provided and agreed in advance of changes.

9.2. The Council will require approval by DfT for any alterations to the project.

9.3. A wide range of project changes, including but not limited to changes to scheme designs, spending profiles, delivery timelines, funded activities, outputs and outcomes may be requested through the change control process.

10. Compliance with the MOU

10.1. The Parties to this MOU are responsible for ensuring that they have the necessary systems and appropriate resources in place within their respective organisations to comply fully with the requirements of this MOU.

11. Changes to the MOU

11.1. The arrangements under this MOU will be kept under review. Amendments to this MOU may only be made upon written agreement between the Parties.

12. Resolution of Disputes

12.1. Any dispute that may arise as to the interpretation or application of this MOU will be settled by consultation between the Parties.

13. Legal Enforcement

13.1. This MOU is not legally enforceable. It describes the understanding between both parties for the use of funding specified in Clause 3 of this agreement.



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Agenda No: 4.4

March Area Transport Study (MATS) - Drawdown on funds for Active Travel

To: Cambridgeshire and Peterborough Combined Authority Board

Meeting Date: 19 October 2022

Public report: Yes

Lead Member: Mayor Dr Nik Johnson

From: Emma White, Transport Programme Manager

Key decision: Yes

Forward Plan ref: 022/046

Recommendations: The Transport and Infrastructure Committee is recommended to:

- a) Note progress towards the MATS Full Business Case (FBC)
- b) Approve the drawdown of £962,000 to complete the MATS FBC2.
- c) Note the change in construction cost of MATS Broad Street to £4,148,387.
- d) Reallocate £200,000 of the underspend from the March Quick Wins to cover extra C4 utility costs.
- e) Note the progress on the Pedestrian and Cycling Strategy for the March Area Transport Study.
- f) Approve the drawdown of £562,800 to continue work on the Pedestrian and Cycling Strategy.
- g) Delegate authority to the Interim Head of Transport and Chief Finance Officer to enter into Grant Funding Agreements with Cambridgeshire County Council.

Voting arrangements: For recommendations b), d) and f) A vote in favour by at least two thirds of all Members (or their Substitute Members) appointed by the Constituent Councils who are present and voting, to include the Members appointed by Cambridgeshire County Council and Peterborough City Council, or their Substitute Members

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

For recommendation g) A simple majority of all Members present and voting.

1. Purpose

- 1.1 This report summarises the progress and proposed way forward for the March Area Transport Study (MATS) Full Business Case (FBC) with the recommendation to the Combined Authority Board for the drawdown of £962,000 to complete the FBC 2. The report also notes the change in construction and C4 utility costs of the Broad Street scheme.
- 1.2 The report also summarises the progress on the Pedestrian and Cycling Strategy Walking and cycling project as part of MATS and requests the drawdown on £562,800 to undertake further work.

2. Background

- 2.1 The MATS was first approved for inclusion in the Transport Programme at the March 2018 by the Combined Authority, which Cambridgeshire County Council (CCC) took forward the study to establish the issues and find potential solutions to address these in an efficient and effective manner.
- 2.2 Fenland District Councils' vision for the areas is outlined within its Local Plan published in 2014. The aim is 'to maximise the potential of the area and deliver jobs, skills, improved housing and new infrastructure', and make the district 'a better place to live, work and visit'. The Local Plan includes the delivery of 4,200 new homes in March as well 30 hectares of employment land to provide new jobs
- 2.3 The 2011 March Area Transport Study provided the transport evidence base for the Local Plan and assessed the impact of traffic growth resulting from its implementation. In addition, it proposed measures to improve the towns transport network for both current and future traffic demand. The current MATS builds upon this work and assesses potential improvement options to deliver future economic and housing growth
- 2.4 CCC has been funded by the Combined Authority to progress several transport interventions that address the project objectives and the issues raised.
- 2.5 The MATS Strategic Outline Business Case (SOBC) was submitted in October and the Outline Business Case (OBC) was tabled at Combined Authority Board in November 2021 along with approval for the next stage of the MATS project including Full Business Case (FBC) and Detailed Design. This paper also outlined within its Other Significant Implications section that the Future High Street Fund (FHSF) scheme was reliant on the MATS Broad Street project undertaking detailed design and commencing construction. This paper noted the construction costs for Broad Street to be £3,736,263.
- 2.6 Also, as part of the MATS study a package of minor schemes were approved for delivery in September 2020 which included nine schemes of which most are complete.

Business Case

- 2.7 The original proposal for the MATS FBC was to undertake Detailed Design and submit a single FBC to cover the four schemes due to be delivered in the short term (Broad Street, St Peters Road, Peas Hill and Twenty Foot Road) whilst developing the Preliminary Design for the Northern Industrial Link Road (NILR) which is a longer-term aspiration. A second, or updated, FBC was then going to be submitted in several years' time once the NILR was fully designed

and ready to deliver. This approach included all the relevant costs required to develop the schemes up to the point of delivery, including C3 utility costs, planning engagement costs and Early Contractor Involvement (ECI) costs, but deferred other costs (such as C4 utility costs and procurement costs) to the construction phase to avoid committing large sums of money too early on.

2.8 This approach was adjusted several months ago to accelerate the delivery tasks associated with the Broad Street scheme due to the programme pressures associated with Broad Street and its interdependency with the Future High Street Fund, which has time limitations associated with the funding. As such, the C4 utility and procurement costs for Broad Street were approved for early release by the Combined Authority Board in March 2022, enabling the project team to commit to a construction start date in early 2023 for Broad Street (subject to an approved FBC which is due in December 2022). Bringing the C4 utility and procurement costs for this scheme into the FBC phase of work will improve the cost certainty and give the Independent Technical Evaluators (ITE) greater confidence to sign off the FBC, especially given the value of the package as a whole.

2.9 It has recently been decided to split the MATS FBC out into a further phase. This is because the remaining short-term schemes (St Peters Road, Peas Hill, and Twenty Foot Road) will not be as developed as Broad Street by December as the funding for C4 utility and procurement costs for these schemes has not yet been accelerated, and the ITE would need to consider the FBC (and funding ask) in its entirety, rather than on a scheme-by-scheme basis. This should give the ITE the confidence to sign off on the FBC costs for Broad Street in December 2022 and ensure that construction for that scheme can start on time.

2.10 Therefore, the following approach has been agreed with the ITE:

- FBC1: Full Business Case for Broad Street, with the remaining schemes remaining at an Outline Business Case level. Construction funding requested for Broad Street only.
- FBC2: Full Business Case for St Peters Road, Peas Hill, and Twenty Foot Road, with NILR remaining at an Outline Business Case level. Construction funding requested for St Peters Road, Peas Hill and Twenty Foot Road only.
- FBC3: Full Business Case for NILR. Construction funding requested for NILR only.

2.11 This paper requests the release of further funding of £962,000 to allow the C4 utility and procurement costs (plus other associated tasks) for St Peters Road, Peas Hill, and Twenty Foot Road to now also be accelerated, enabling the same level of cost certainty to be included within FBC2 as will be provided in FBC1 for Broad Street. This does not represent new or additional costs but is a request to bring forward activities (and associated costs) initially intended for the construction phase of the project, into the FBC phase, which in turn will enable more time for contractor pricing input and the inclusion of fully developed Target Costs within the FBC for these schemes.

Construction Costs – Broad Street

2.12 Due to current and forecasted high levels of inflation an extra allowance of £168,000 is needed for the construction of Broad Street in addition to the £3,780,387 approved in Combined Authority Board in March 2022. This money will be released once the FBC1 is complete and approved by the Combined Authority Board planned for January 2023.

C4 Utility Costs – Broad Street

2.13 C4 utility diversion costs have returned higher than the C3 estimates, to commission the works and meet the MATS Broad Street and FHSF deadlines it is proposed to utilise the £200,000 underspend from the Quick Win to cover these additional costs. The new total for the MATS Broad Street construction cost is now £4,148,387 (includes £3,780,387, £168,000 inflation and £200,000 C4 utility costs).

2.14 CCC and the Combined Authority will look to minimise costs and maximise efficiencies wherever possible to reduce the burden on the projects budgets. This will be kept under constant review and reinvested within the programme – especially when further information becomes available an update will be provided in a timely manner.

Pedestrian Walking and Cycling Strategy

2.15 A Pedestrian and Cycling Strategy was undertaken in 2019, as part of the MATS Study which identified a range of potential schemes to improve walking and cycling provision across the March area. Since its completion, some of the identified scheme recommendations have been completed or superseded as new schemes have been identified via the CCC LCWIP, the 'Gear Change' initiative, the FHSF proposals and through the development of schemes identified in the MATS Quick Wins and the main MATS project. Following a review 28 schemes of the original 90, identified initially to be progressed following the feasibility and assessment process.

2.16 The 28 locations mentioned, are split as follows:

- Phase 1 – these include 7 locations only requiring minimal work, i.e., road markings and non-illuminated signage. Refer to Table 1.1
- Phase 2(a) – these include 10 locations where the project scope only has one option for design, but requires further site surveys and intrusive investigations, 3rd party approvals and additional detailed design. Refer to Table 1.2
- Phase 2(b) – these include the remaining 11 locations, where there are multiple options applicable requiring further surveys, 3rd party approvals and additional design. Refer to Table 1.3

ID	Location	Project Scope
2	Robin-goodfellows (crossing facilities)	Install 'Look Right' and 'Look Left' reminder carriageway markings for pedestrians crossing Robingoodfellow's Lane junction
12	Sconce ped/cycle route (shared use)	Repaint cycle symbols on the shared route past March Sconce.
23	All Saints Close (Safer Routes to School)	Relining of no parking restrictions road markings outside school. Requires zig zags markings from zebra crossing. Currently missing/worn away.
24	Westwood Primary (Safer Routes to School)	Relining of no parking restrictions road markings outside school.
26	Burrowmoor Road (Safer Routes to School)	Relining of no parking restrictions road markings outside school.
27	Town wide ped/cycle wayfinding	Design and Install wayfinding signage improvements, providing distance to key destinations, including March Railway Station, the town centre, Neale-Wade Academy and other key destinations.
28	NCN 63 route signage	Design and Install Improved NCN 63 routing signage/markings which are currently inconsistent and fragmented through March..

Table 1.1 – Phase 1

ID	Location	Project Scope
1	Robingoodfellows Lane (footways)	Design and Install footway (2m width) along Robin goodfellow's Lane carriageway and maintain double yellow lines on left hand side, between junction with B1099/Broad Street and Darthill Road car park.
4	Elwyn Road/ High Street (crossing facilities)	Improve safety of pedestrian crossing facilities across Elwyn Road junction with High Street with installation of an uncontrolled raised table pedestrian crossing at junction, or similar.
8	High Street/ The Causeway/ The Avenue (cycling facilities)	Re-line, add cycle symbols and sign shared use footway provision. Assume 4km of carriageway/footway to reline/sign.
11	Elwyn Road (footway)	Install dropped kerb opposite Mortgage Force on river side of Elwyn Road.
14	Chapel Lane (cycle wayfinding)	Add cycle symbol on surface through Chapel Street (the lane outside the police station).
16	Dartford Road (crossing facilities)	Design and Install central refuges pedestrian crossing facilities on Dartford Road, adjacent to Lidl supermarket. In carriageway hatching area before turning lane into access road for Lidl.
17	Dartford Rd/Westwood Av (crossing facilities)	Design and Install widened dropped kerb and tactile paving provision on corner of Westwood Avenue/Dartford Road.
19	Wisbech Elliott Road/ Road (crossing facilities)	Design and Install Widened central pedestrian refuge across entrance to Elliot Road at junction with Wisbech Road and dropped kerbs on Elliot Road junction entrance.

Table 1.2 Phase 2a

ID	Location	Project Scope
3	Nene Parade/ Grays Lane (parking)	Review and formalise provision of parking in Nene Parade and Grays Lane. Re-line parking bay and yellow lines.
5	Market Place /High Street (crossing facilities)	Review provision of pedestrian crossing facilities across Market Place junction with High Street (B1101). This relates to crossing the junction between Market Place car park and The Griffin Public House. Install an uncontrolled raised entry table pedestrian crossing or similar.
6	High Street (footways)	Investigate Installation of a footway on section of High Street (B1101) across entrance to Chapel Street shared footpath, to join up with the existing pavement on the section of High Street from the entrance to Cromwell Hotel to the premises occupied by Leonardo's Pizza. Install dropped kerb access for cyclists and mobility scooters on the section across the entrance to the Chapel Street foot and cycle path. <i>Linked to scheme 7</i>
7	High Chapel Street/ Street	Install pedestrian island refuge on High Street adjacent to Chapel Street ped/cycle entrance (south of Burrowmoor Road junction) with footway build out. <i>Linked to scheme 6, above.</i>
9	Station Creek Road/ Road (crossing facilities)	Improve pedestrian crossing facilities on Station Road by Creek Road. The central refuge should be redesigned to create a direct crossing facility to serve the high footfall of pedestrians accessing Sainsbury's car park at this location.
10	Station Road (cycle facilities/ wayfinding)	Provide a more direct cycle route linking Station Road with Neale Wade Academy and south east March, via St. John's Road, Wigstone's and the footbridge to the south of the River Nene. Involves installation of carriage way cycle symbols.
13	Cavalry Drive (crossing facilities)	Examine the need for formal crossing facility across Cavalry Drive, by the back entrance to Neale-Wade Academy and installation of 20 mph wig wags (flashing boards) advisory speed limit for start/end of school day.
15	Wisbech Norwood Road/ Road (crossing facilities)	Improve pedestrian crossing facilities at the junction of Wisbech Road and Norwood Road.
18	Wisbech corridor use Road (shared cycle facilities)	Review provision of Incorporating shared use footway provision for cycling along Wisbech Road, providing cyclists with a safe and direct route to Tesco and the Industrial Park. Installation of advisory cycle lanes, in both directions on existing carriage is feasible instead of shared use on footway.

ID	Location	Project Scope
22	All Saints Close (Safer Routes to School)	Examine the need for a pedestrian central refuge crossing facilities on County Road, between junction of All Saints Close and Cromwell Road
25	Burrowmoor Road (Safer Routes to School)	Investigate options for installing a pedestrian crossing facility on Burrowmoor Road within proximity to the school. Recommend installation of raised table outside No. 19. This will provide traffic calming and will facilitate safer ped crossing. This facility can then be used as crossing location used by crossing attendant.

[Table 1.3 Phase 2b](#)

**Please note in terms of several Phase 2 still require detailed design and several are still classed as 'Option Studies' and therefore requires further work to get them to a position to commence design. Also, there is a low risk of planning issues for the Phase 2 Designed schemes.*

2.17 The cost and timescales for each pack of measures is shown below in Table 2.4.

Table 2.4 Cost and Dates of Phases

Phase	Start date	End date	Cost
1	25/11/22	24/03/23	£35,603.06
2(a)	25/11/22	26/04/23	£247,126.73
2(b)	04/09/22	29/03/23	£280,070.21
	-	-	
Total	-	-	£562,800

2.18 The phase 1 schemes total cost for this stage includes implementation (construction) to deliver the phase 1 schemes “on the ground”.

2.19 The phase 2a schemes require investigation and further design work following an initial assessment of a solution. The costs at this stage are for design development only. Once each scheme has been designed an estimate of construction cost will be prepared. Additional funding will be required to implement the phase 2a schemes “on the ground”.

2.20 The phase 2b schemes require option development, investigation and design work to develop a solution. The costs at this stage are for design development only. Once each scheme in the phase has been designed an estimate of construction cost will be prepared. Additional funding will be required to implement the phase 2b schemes “on the ground”.

2.21 The programme dates indicated for phase 1 schemes includes implementation (construction). The programme dates for phase 2a and phase 2b are up to completion of design. Programmes for construction of phase 2a and phase 2b schemes will be provided at the time funding is sought to construct the schemes in these phases.

3. Financial Implications

3.1 Drawdown £1,524,800 and reallocate £200,000 of £10,159,000 forecast 2022/23 and 2023/24 TCF budget.

4. Legal Implications

- 4.1 This report, including the detail set out in the appendix, will assist the board to monitor the financial position of projects, with a view to meeting the Authority's legal obligation to deliver a balanced budget.

5. Public Health Implications

- 5.1 The delivery of the scheme will have a positive implication for public health due to the Walking and Cycling work complementing the MATS Improvement schemes. By improving walking and cycling connectivity in March this will help encourage active travel in the area. The FHSF proposals for March town centre will deliver significant public realm improvements to the Broad Street, Riverside and Market Square areas of the town centre, including enhanced provision for pedestrians and cyclists therefore encouraging more active travel.
- 5.2 All the improvements in active travel will help encourage more walking and cycling (exercise) and therefore have a benefit on health and wellbeing.

6. Environmental and Climate Change Implications

- 6.1 The delivery of the scheme will have a positive implication on environment and climate change due to the improved active travel infrastructure will encourage residents to travel by foot or bicycle instead of by car.

7. Other Significant Implications

- 7.1 None.

8. Appendices

- 8.1 Appendix 1 – Draft March Walking & Cycling Report.
- 8.2 Appendix – March Walking and Cycling Paper.

9. Background Papers

- 9.1 [Combined Authority Board reports 22 March 2022](#)



MATS Pedestrian and Cycling Strategy

Feasibility Report

Document Control

Job Number: CS/101991								
Document ref: MATS Pedestrian and Cycling Strategy – Feasibility Report					Authorisation			
Rev	Purpose	Originated	Checked	Reviewed	Capita	Date	Milestone	Date
1.0	Draft Report	EL / TM	18-02-22	18-02-18	EL	23-03-22	TL	19-04-2022
2.0	Draft Report including Indicative Costs and Programme	TL	-					
3.0	Draft Report including Indicative Costs and Programme	TL/BB	25/08/2022					

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Contents

1. Introduction 4

 1.1 Background 4

 1.2 Study Area 4

 1.3 Purpose of Project..... 6

 1.4 Previous Reports / Relevant Work 6

 1.5 Background / Relevant Documents 7

 1.6 Report Structure 8

2. Task 1: Document Review and Site Visits to Update the Original List of Pedestrian and Cycling Schemes 9

 2.1 Introduction 9

 2.2 Cross Referencing and Sifting (Methodology)..... 9

 2.3 Site Visits 9

 2.4 Recommendations 10

3. Task 2: Grouping and Prioritisation of Schemes 13

 3.1 Introduction 13

 3.2 Matrix 13

 3.3 Grouped Schemes and Prioritisation..... 13

4. Task 3: Project Scope for Grouped Schemes 14

 4.1 Introduction 14

 4.2 Phase 1 Schemes – Project Scope 14

 4.3 Phase 2 Schemes – Concept Designs – Project Scope..... 15

 4.4 Phase 2 Schemes – Option Study Designs – Project Scope 16

5. Task 4: Target Cost for Grouped Schemes..... 17

 5.1 Introduction 17

6. Summary..... 18

7. Appendices 19

 Appendix A: Confirmed Schemes for Delivery and Removed Schemes 19

 Appendix B: Works Locations Drawings 20

 Appendix C: Phase 1 Schemes Works Information 21

 Appendix D: Target Cost for Phase 1 Schemes – Dated 19 April 2022..... 22

 Appendix E: Table - Indicative Programme and Budget for Phase 2 / Package 223

Appendix F: Table - Indicative Programme and Budget for Phase 2 / Package 3 –
Option Studies 26

Appendix G: Indicative Programme 28

DRAFT

Figures

Figure 1-1: Study Area 5

Tables

Table 2-1: List of Schemes to Be Progressed 10
Table 3-1: Matrix Criteria 13
Table 4-1: List of Phase 1 Schemes - Target Costed 14
Table 4-2: List of Phase 2 Concept Design Schemes 15
Table 4-3: List of Phase 2 Option Study Schemes 16
Table 5-1: List of Phase 1 Schemes 17

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1. Introduction

1.1 Background

- 1.1.1 CAPITA Real Estate and Infrastructure (CAPITA) has been appointed by Milestone Infrastructure Services on behalf of Cambridgeshire County Council (CCC) to undertake a feasibility assessment of the projects that were identified in the March Pedestrian and Cycling Strategy (2019).

1.2 Study Area

- 1.2.1 Six route corridors in the market town of March, Cambridgeshire, were audited as part of the March Pedestrian and Cycling Strategy (2019) work that was undertaken. These are shown in Figure 1-1, below.

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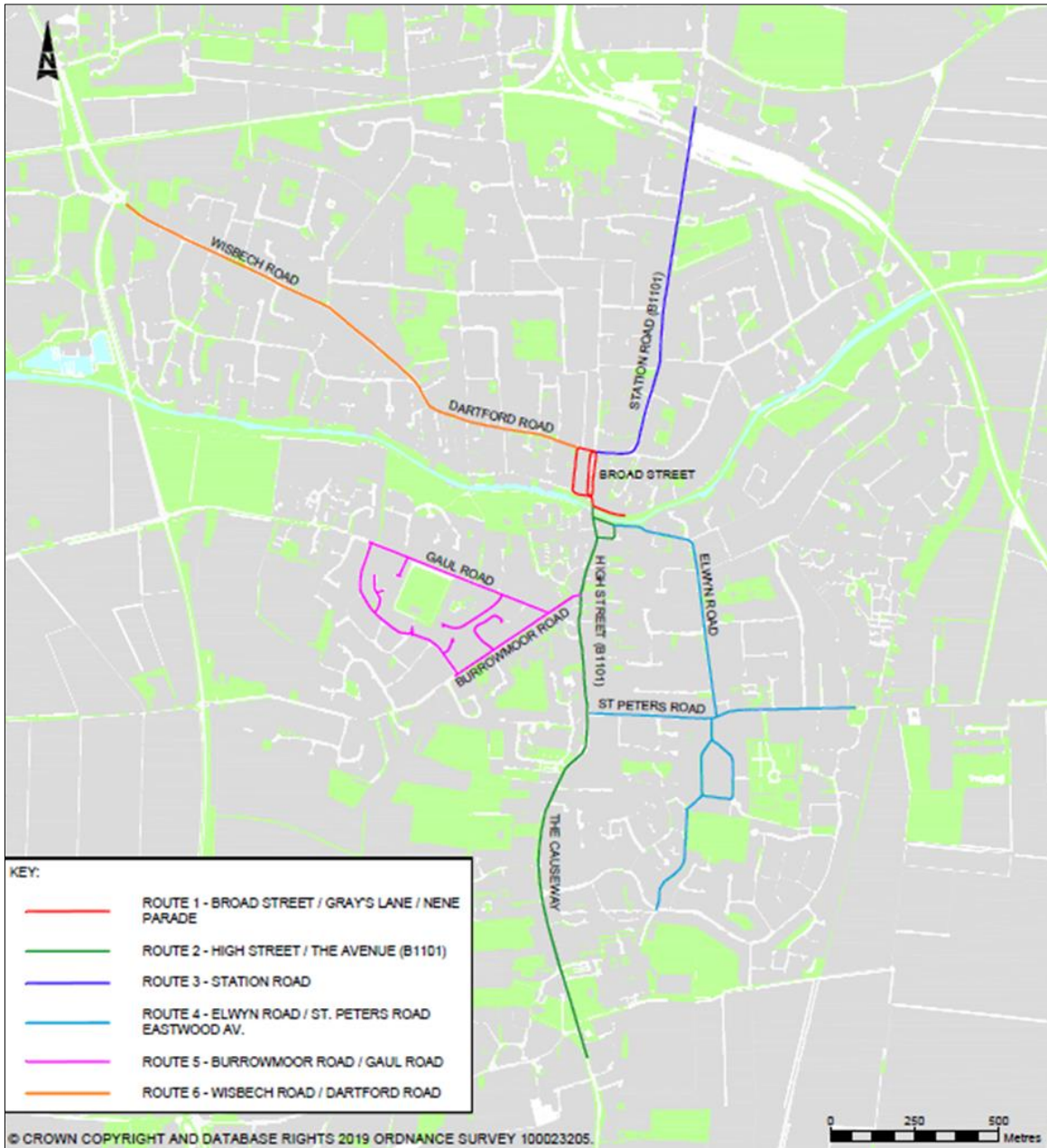


Figure 1-1: Study Area

1.3 Purpose of Project

- 1.3.1 The purpose of this project is to undertake a feasibility assessment of the schemes that were identified in the March Pedestrian and Cycling Strategy (2019). This assessment will need to consider changes to the policy landscape since the 2019 strategy was produced, including the publication of the Cambridgeshire Local Cycling and Walking Infrastructure Plan (LCWIP) (2021) and Gear Change (2020) document, as well as planned changes to the walking and cycling network in March that have been progressed in the town since 2019, to ensure that the schemes identified in the 2019 strategy are still relevant. This includes the development of walking and cycling improvements identified through the detailed design of MATS (March Area Transport Study) schemes, MATS Quick Win schemes and through the design proposals being developed for the Future High Streets Fund (FHSF) package of improvements for Broad Street and the Market Square.
- 1.3.2 This Feasibility Report details the outcome of the feasibility assessment and is structured on the four key tasks undertaken, as follows:
- Task 1: Document review and site visits to update the original list of pedestrian and cycle schemes identified in the Pedestrian and Cycle Strategy (2019)
 - Task 2: Grouping and prioritisation of schemes
 - Task 3: Project scope for grouped schemes
 - Task 4: Target cost for construction of grouped schemes

1.4 Previous Reports / Relevant Work

March Area Transport Study (Ongoing)

- 1.4.1 It is anticipated that this work will complement the MATS Improvement schemes proposed by improving walking and cycling connectivity in March.

March Pedestrian and Cycling Strategy (2019)

- 1.4.2 A Pedestrian and Cycling Strategy, undertaken in 2019, as part of the MATS Study, identified a range of potential schemes to improve walking and cycling provision across March. Since its completion, some of the identified scheme recommendations have been completed or superseded as new schemes have been identified via the CCC LCWIP, the 'Gear Change' initiative, the FHSF proposals and through the development of schemes identified in the MATS Quick Wins and the main MATS project.

Future High Streets Fund

- 1.4.3 The FHSF proposals for March town centre will deliver significant public realm improvements to the Broad Street, Riverside and Market Square areas of the town centre, including enhanced provision for pedestrians and cyclists. The FHSF design proposals have incorporated pedestrian and cycling schemes identified for the Broad Street and Market Square areas. The pedestrian and cycling schemes identified for progression through this report, which are located outside of the FHSF improvement area boundaries, will enhance connectivity into the FHSF areas.

1.5 Background / Relevant Documents

Cambridgeshire Local Cycling and Walking Infrastructure Plan (LCWIP) (2021)

- 1.5.1 The Cambridgeshire Local Cycling and Walking Infrastructure Plan (LCWIP)¹ forms part of the Government's ambition to increase walking and cycling, particularly to school, in the UK by 2025 as outlined in the first Cycling and Walking Investment Strategy (CWIS, 2017). The CWIS sets out the Government's aim to make walking and cycling the natural choice for all short journeys, or as a part of a longer journey.

Cycle Maps

- 1.5.2 LCWIP Appendix 1 – Cycle Maps, A5 Fenland March² shows the existing routes, LCWIP cycle routes, and LCWIP cycle route options in March, as well as those to the north of the town.
- 1.5.3 The LCWIP Appendix 3 – Prioritised Cycle Route Maps include maps that show cycle routes between Chatteris and March³ and March and Wisbech⁴.
- 1.5.4 LCWIP Appendix 2⁵ identifies various schemes located along several routes in March or connecting to it. These include:

- Reference 1: March Town End – March Centre – March Station
- Reference 2: March Town End – March Centre – March Station via Neale Wade Academy and Wigstone's Road
- Reference 3: Chatteris – Doddington – March
- Reference 5: March – Elm – Wisbech
- Reference 6: March SW – Town Centre.

Walking Maps

¹ <https://consult.cambs.uk/engagement/hq.com/ccc-local-cycling-and-walking-infrastructure-plan-consultation-2021>

² [LCWIP Appendix 1 – Cycle Maps, A5 Fenland March](#)

³ [Chatteris – March Prioritised Cycle Routes](#)

⁴ [March – Wisbech Prioritised Cycle Routes](#)

⁵ [Prioritised Cycle Routes – Fenland](#)

1.5.5 The LCWIP Appendix 4 – Walking Maps, Walking – March⁶ map shows the walking routes and joint walking and cycling routes in March.

1.5.6 LCWIP Appendix 6⁷ identifies various schemes located along ten routes in March.

Gear Change (2020)

1.5.7 The Department for Transport's (DfT's) Gear Change: A Bold Vision for Cycling and Walking⁸ plan sets out a vision for a travel revolution in England's streets, towns, and communities. The plan describes the vision to make England a great walking and cycling nation. It sets out the actions required at all levels of government to make this a reality, grouped under four themes:

- Theme One: Better streets for cycling and people
- Theme Two: Cycling and walking at the heart of decision-making
- Theme Three: Empowering and encouraging local authorities
- Theme Four: Enabling people to cycle and protecting them when they do.

1.5.8 The review of the original list of pedestrian and cycling recommendations has taken into consideration the schemes ability to deliver the Gear Change themes, specifically delivering 'Better streets for cycling and people' and ensuring 'cycling and walking requirements are considered at the heart of decision making'.

1.5.9 In the context of this feasibility assessment, the DfT's commitment to better integrating the railways with cycling seemingly supports the case for improving walking and cycling routes to March Railway Station.

1.6 Report Structure

1.6.1 The remainder of this report is structured as follows:

- Chapter 2 presents the findings from Task 1
- Chapter 3 presents the findings from Task 2
- Chapter 4 presents the findings from Task 3
- Chapter 5 presents the findings from Task 4
- Chapter 6 presents the Summary

⁶ [March Walking Routes](#)

⁷ [LCWIP Appendix 6 – Walking Prioritisation Matrices, March](#)

⁸ <https://www.gov.uk/government/publications/cycling-and-walking-plan-for-england>

2. Task 1: Document Review and Site Visits to Update the Original List of Pedestrian and Cycling Schemes

2.1 Introduction

2.1.1 This chapter comprises the outputs from the following tasks:

- Undertake a cross referencing and sifting of the original 90 plus schemes which were identified in the March Pedestrian and Cycling Strategy (2019).
- Utilising the more recent CCC 'LCWIP' and the 'Gear Change' initiative, plus taking into the consideration the main MATS Improvement Schemes and Quick Wins schemes being progressed, to remove duplication or where schemes have already been completed.
- Site visits undertaken to review and record schemes feasibility and add new schemes identified from outcomes of Task 1.
- Creation of a revised Pedestrian and Cycle Schemes recommendation list to take forward to detailed design and construction.

2.2 Cross Referencing and Sifting (Methodology)

2.2.1 The schemes identified as part of the original March Pedestrian and Cycling Strategy (2019) were cross referenced with the schemes identified in the Cambridgeshire Local Cycling and Walking Infrastructure Plan (LCWIP).⁹

2.2.2 The schemes identified in the March Pedestrian and Cycling Strategy (2019) were also considered in relation to Gear Change: A Bold Vision for Cycling and Walking (as discussed in section 1.4 of this report).

2.3 Site Visits

2.3.1 Site visits were undertaken in 2021 on Friday 24th September, Thursday 30th September, Monday 18th October, and Thursday 11th November to all original pedestrian and cycling scheme locations, to assess and photographically record if the recommendations were still required, or could be addressed through alternatives projects, such as the Future High Streets Fund, the main MATS Improvement Schemes, or resolved via CCC's Asset Management programme.

⁹ <https://consultcambs.uk.engagementhq.com/ccc-local-cycling-and-walking-infrastructure-plan-consultation-2021>

2.4 Recommendations

2.4.1 The detailed recommendations arising from Task 1 are provided in **Appendix A** of this report, while the list of 28 schemes identified to be progressed following the feasibility and assessment process are shown in Table 2-1, below, for context.

Table 2-1: List of Schemes to Be Progressed

ID No	Location / Issue	Scheme Description
1	Robin-goodfellows Lane (footways)	Install footway (2m width) along Robingoodfellow's Lane carriageway and maintain double yellow lines on left hand side, between junction with B1099/Broad Street and Darthill Road car park.
2	Robin-goodfellows (crossing facilities)	Insert 'Look Right' and 'Look Left' reminder carriageway markings for pedestrians crossing Robingoodfellow's Lane at this junction
3	Nene Parade/ Grays Lane (parking)	Review and formalise provision of parking in Nene Parade and Grays Lane. Re-line parking bay and yellow lines.
4	Elwyn Road/ High Street (crossing facilities)	Improve safety of pedestrian crossing facilities across Elwyn Road junction with High Street with installation of an uncontrolled raised table pedestrian crossing at junction, or similar.
5	Market Place /High Street (crossing facilities)	Provide pedestrian crossing facilities across Market Place junction with High Street (B1101). This relates to crossing the junction between Market Place car park and The Griffin Public House. Install an uncontrolled raised entry table pedestrian crossing or similar.
6	High Street (footways)	Install a footway on section of High Street (B1101) across entrance to Chapel Street shared footpath, to join up with the existing pavement on the section of High Street from the entrance to Cromwell Hotel to the premises occupied by Leonardo's Pizza. Install dropped kerb access for cyclists and mobility scooters on the section across the entrance to the Chapel Street foot and cycle path. <i>Linked to scheme 8, below.</i>
7	High Street/ Chapel Street (crossing facilities)	Install pedestrian island refuge on High Street adjacent to Chapel Street ped/cycle entrance (south of Burrowmoor Road junction) with footway build out. <i>Linked to scheme 6, above.</i>
8	High Street/ The Causeway/ The Avenue (cycling facilities)	Re-line, add cycle symbols and sign shared use footway provision. Assume 4km of carriageway/footway to reline/sign.
9	Station Road/ Creek Road (crossing facilities)	Improve pedestrian crossing facilities on Station Road by Creek Road. The central refuge should be redesigned to create a direct crossing facility to serve the high footfall of pedestrians accessing Sainsbury's car park at this location.
10	Station Road (cycle facilities/ wayfinding)	Provide a more direct cycle route linking Station Road with Neale Wade Academy and south east March, via St. John's Road, Wigstone's and the footbridge to the south of the River Nene. Involves installation of carriage way cycle symbols.
11	Elwyn Road (footway)	No dropped kerb opposite Mortgage Force on river side of Elwyn Road – install them.

ID No	Location / Issue	Scheme Description
12	Sconce ped/cycle route (shared use)	Repaint cycle symbols on the shared route past March Sconce.
13	Cavalry Drive (crossing facilities)	Examine the need for formal crossing facility across Cavalry Drive, by the back entrance to Neale-Wade Academy and installation of 20 mph wig wags (flashing boards) advisory speed limit for start/end of school day.
14	Chapel Lane (cycle Wayfinding)	Add cycle symbol on surface through Chapel Street (the lane outside the police station).
15	Wisbech Road/ Norwood Road (crossing facilities)	Improve pedestrian crossing facilities at the junction of Wisbech Road and Norwood Road.
16	Dartford Road (crossing facilities)	Install central refuges pedestrian crossing facilities on Dartford Road, adjacent to Lidl supermarket. In carriageway hatching area before turning lane into access road for Lidl.
17	Dartford Rd/Westwood Av (crossing facilities)	Widen dropped kerb and add tactile paving provision on corner of Westwood Avenue/Dartford Road.
18	Wisbech Road corridor (shared use cycle facilities)	Incorporate shared use footway provision for cycling along Wisbech Road, providing cyclists with a safe and direct route to Tesco and the Industrial Park. Installation of advisory cycle lanes, in both directions on existing carriage is feasible instead of shared use on footway.
19	Wisbech Road/ Elliott Road (crossing facilities)	Widen central pedestrian refuge across entrance to Elliot Road at junction with Wisbech Road. Install dropped kerbs on Elliot Road junction entrance.
20	Wisbech Road (crossing facilities)	Upgrade the signalised pedestrian crossing outside Wisbech Road Post Office to a toucan crossing as part of a shared route scheme, along NCN route. Add shared used markings in cut through, opposite Toucan crossing (adjacent to Wisbech Road Post Office), to formalise this section of NCN route on approach to upgraded Toucan crossing
21	Path leading from park off Norwood Road to All Saints Close (footway link)	Formalise the muddy track through the field, adjacent to All Saints Inter-Church Academy and County Road, which is used by parents and schoolchildren.
22	All Saints Close (Safer Routes to School)	Examine the need for a pedestrian central refuge crossing facilities on County Road, between junction of All Saints Close and Cromwell Road
23	All Saints Close (Safer Routes to School)	Relining of no parking restrictions road markings outside school. Requires zig zags markings from zebra crossing. Currently missing/worn away.
24	Westwood Primary Safer Routes to School	Relining of no parking restrictions road markings outside school.
25	Burrowmoor Road (Safer Routes to School)	Investigate options for installing a pedestrian crossing facility on Burrowmoor Road within proximity to the school. Recommend installation of raised table outside No. 19. This will provide traffic calming and will facilitate safer ped crossing. This facility can then be used as crossing location used by crossing attendant.

ID No	Location / Issue	Scheme Description
26	Burrowmoor Road (Safer Routes to School)	Relining of no parking restrictions road markings outside school.
27	Town wide ped/cycle wayfinding	Identify wayfinding signage improvements, providing distance to key destinations, including March Railway Station, the town centre, Neale-Wade Academy and other key destinations.
28	NCN 63 route signage	Improve NCN 63 routing signage/markings which are currently inconsistent and fragmented through March.

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3. Task 2: Grouping and Prioritisation of Schemes

3.1 Introduction

3.1.1 This task comprises the following outputs:

- Create Matrix to illustrate impact / benefit of each project based on agreed criteria with CCC.
- Based on outputs from Task 1, schemes to be progressed are grouped into deliverable projects based on their safety priority, network accessibility and connectivity, locality and design and programme deliverability, taking into consideration any potential consultation requirements.

3.2 Matrix

3.2.1 A matrix with the criteria listed in Table 3-1, below, has been developed to provide the prioritisation rationale for the grouping and delivery of the schemes. The definition of these criteria are detailed in Table 3-1, below, and illustrate the anticipated impacts and benefits of each scheme.

Table 3-1: Matrix Criteria

Term	Definition
Accessibility	A 'Yes' indicates that the scheme will deliver accessibility improvements for pedestrians and/or cyclists. Accessibility improvements include the provision of crossing facilities, dropped kerbs, tactile paving, and wayfinding.
Active Travel Connectivity	A 'Yes' indicates that the scheme will improve active travel connectivity, by linking pedestrian and cycle routes, delivering improvements to journey time, journey quality and wayfinding.
Public Transport / Interchange Connectivity	A 'Yes' indicates that the scheme will improve public transport interchange connectivity with active travel modes.
Safety	A 'Yes' indicates that the scheme seeks to improve road / route user safety and / or personal security.
Priority Grouping	An indication of the importance of each scheme in terms of delivering pedestrian and cycling infrastructure, safety, and wayfinding improvements.
Deliverability (1 st or 2 nd Phase)	All schemes listed are considered deliverable, in terms of feasibility and practicability. The deliverability phasing indicates how easily and quickly the scheme can be designed and delivered. Phase 1 schemes are those which are considered to be easier to deliver. Phase 2 schemes will require more detailed design, surveying and consultation, so will take longer to deliver. Phase 1 schemes are those which have been designed and ready for Target Costing.

3.2.2 The list of schemes in Appendix A also considers legal processes, such as the need for Traffic Regulation Orders (TROs) to facilitate changes to the highways.

3.3 Grouped Schemes and Prioritisation

3.3.1 The schemes identified in Appendix A have been grouped using the criteria in Table 3-1, above.

4. Task 3: Project Scope for Grouped Schemes

4.1 Introduction

4.1.1 The spreadsheet within Appendix A provides the project scope of each scheme and provides a status of the following:

- a) Phase 1 Schemes - Complete - Incorporated into Package 1 - Target Costed.
- b) Phase 2 Schemes - Concept Design – Requiring further surveys, 3rd party approvals and additional design
- c) Phase 2 Schemes - Option Study – Multiple options applicable requiring further surveys, 3rd party approvals and additional design

4.2 Phase 1 Schemes – Project Scope

4.2.1 Table 2-1, below lists the Phase 1 schemes project scope which have been fully designed to Gateway 5 and have been Target Costed.

Table 4-1: List of Phase 1 Schemes - Target Costed

ID	Location	Project Scope
2	Robin-goodfellows (crossing facilities)	Install 'Look Right' and 'Look Left' reminder carriageway markings for pedestrians crossing Robingoodfellow's Lane junction
12	Sconce ped/cycle route (shared use)	Repaint cycle symbols on the shared route past March Sconce.
23	All Saints Close (Safer Routes to School)	Relining of no parking restrictions road markings outside school. Requires zig zags markings from zebra crossing. Currently missing/worn away.
24	Westwood Primary Safer Routes to School	Relining of no parking restrictions road markings outside school.
26	Burrowmoor Road (Safer Routes to School)	Relining of no parking restrictions road markings outside school.
27	Town wide ped/cycle wayfinding	Design and Install wayfinding signage improvements, providing distance to key destinations, including March Railway Station, the town centre, Neale-Wade Academy and other key destinations.
28	NCN 63 route signage	Design and Install Improved NCN 63 routing signage/markings which are currently inconsistent and fragmented through March..

4.2.2 The Drawings in Appendix B identifies the Phase 1 schemes in Green.

4.3 Phase 2 Schemes – Concept Designs – Project Scope

4.3.1 Table 2-1, below lists the Phase 2 Concept Design schemes project scope that only has one option for design but requiring further site surveys and intrusive investigations, 3rd party approvals and additional detailed design.

Table 4-2: List of Phase 2 Concept Design Schemes

ID	Location	Project Scope
1	Robin-goodfellows Lane (footways)	Design and Install footway (2m width) along Robingoodfellow’s Lane carriageway and maintain double yellow lines on left hand side, between junction with B1099/Broad Street and Darthill Road car park.
4	Elwyn Road/ High Street (crossing facilities)	Improve safety of pedestrian crossing facilities across Elwyn Road junction with High Street with installation of an uncontrolled raised table pedestrian crossing at junction, or similar.
8	High Street/ The Causeway/ The Avenue (cycling facilities)	Re-line, add cycle symbols and sign shared use footway provision. Assume 4km of carriageway/footway to reline/sign.
11	Elwyn Road (footway)	Install dropped kerb opposite Mortgage Force on river side of Elwyn Road.
14	Chapel Lane (cycle Wayfinding)	Add cycle symbol on surface through Chapel Street (the lane outside the police station).
16	Dartford Road (crossing facilities)	Design and Install central refuges pedestrian crossing facilities on Dartford Road, adjacent to Lidl supermarket. In carriageway hatching area before turning lane into access road for Lidl.
17	Dartford Rd/Westwood Av (crossing facilities)	Design and Install widened dropped kerb and tactile paving provision on corner of Westwood Avenue/Dartford Road.
19	Wisbech Road/ Elliott Road (crossing facilities)	Design and Install Widened central pedestrian refuge across entrance to Elliot Road at junction with Wisbech Road and dropped kerbs on Elliot Road junction entrance.
20	Wisbech Road (crossing facilities)	Design and Install upgrade the signalised pedestrian crossing outside Wisbech Road Post Office to a toucan crossing as part of a shared route scheme, along NCN route. Add shared used markings in cut through, opposite Toucan crossing (adjacent to Wisbech Road Post Office), to formalise this section of NCN route on approach to upgraded Toucan crossing.
21	Path leading from park off Norwood Road to All Saints Close (footway link)	Formalise the muddy track through the field, adjacent to All Saints Inter-Church Academy and County Road, which is used by parents and schoolchildren.

4.3.2 The Drawings in Appendix B identifies the location of the Phase 2 Concept Design schemes in Orange.

4.4 Phase 2 Schemes – Option Study Designs – Project Scope

4.4.1 Table 2-1, below lists the Phase 2 Option Studies project scope where there are multiple options applicable requiring further surveys, 3rd party approvals and additional design.

Table 4-3: List of Phase 2 Option Study Schemes

ID	Location	Project Scope
3	Nene Parade/ Grays Lane (parking)	Review and formalise provision of parking in Nene Parade and Grays Lane. Re-line parking bay and yellow lines.
5	Market Place /High Street (crossing facilities)	Review provision of pedestrian crossing facilities across Market Place junction with High Street (B1101). This relates to crossing the junction between Market Place car park and The Griffin Public House. Install an uncontrolled raised entry table pedestrian crossing or similar.
6	High Street (footways)	Investigate Installation of a footway on section of High Street (B1101) across entrance to Chapel Street shared footpath, to join up with the existing pavement on the section of High Street from the entrance to Cromwell Hotel to the premises occupied by Leonardo's Pizza. Install dropped kerb access for cyclists and mobility scooters on the section across the entrance to the Chapel Street foot and cycle path. <i>Linked to scheme 7</i>
7	High Street/ Chapel Street (crossing facilities)	Install pedestrian island refuge on High Street adjacent to Chapel Street ped/cycle entrance (south of Burrowmoor Road junction) with footway build out. <i>Linked to scheme 6, above.</i>
9	Station Road/ Creek Road (crossing facilities)	Improve pedestrian crossing facilities on Station Road by Creek Road. The central refuge should be redesigned to create a direct crossing facility to serve the high footfall of pedestrians accessing Sainsbury's car park at this location.
10	Station Road (cycle facilities/ wayfinding)	Provide a more direct cycle route linking Station Road with Neale Wade Academy and south east March, via St. John's Road, Wigstone's and the footbridge to the south of the River Nene. Involves installation of carriage way cycle symbols.
13	Cavalry Drive (crossing facilities)	Examine the need for formal crossing facility across Cavalry Drive, by the back entrance to Neale-Wade Academy and installation of 20 mph wig wags (flashing boards) advisory speed limit for start/end of school day.
15	Wisbech Road/ Norwood Road (crossing facilities)	Improve pedestrian crossing facilities at the junction of Wisbech Road and Norwood Road.
18	Wisbech Road corridor (shared use cycle facilities)	Review provision of Incorporating shared use footway provision for cycling along Wisbech Road, providing cyclists with a safe and direct route to Tesco and the Industrial Park. Installation of advisory cycle lanes, in both directions on existing carriage is feasible instead of shared use on footway.
22	All Saints Close (Safer Routes to School)	Examine the need for a pedestrian central refuge crossing facilities on County Road, between junction of All Saints Close and Cromwell Road
25	Burrowmoor Road (Safer Routes to School)	Investigate options for installing a pedestrian crossing facility on Burrowmoor Road within proximity to the school. Recommend installation of raised table outside No. 19. This will provide traffic calming and will facilitate safer ped crossing. This facility can then be used as crossing location used by crossing attendant.

4.4.2 The Drawings in Appendix B identifies the location of the Phase 2 Option Study Design schemes in Blue.

5. Task 4: Target Cost for Grouped Schemes

5.1 Introduction

5.1.1 Table 2-1, below lists the Phase 1 schemes which have been fully designed to Gateway 5 and Target Costed.

Table 5-1: List of Phase 1 Schemes

ID No	Location / Issue	Scheme Description
2	Robin-goodfellows (crossing facilities)	Insert 'Look Right' and 'Look Left' reminder carriageway markings for pedestrians crossing Robingoodfellow's Lane at this junction
12	Sconce ped/cycle route (shared use)	Repaint cycle symbols on the shared route past March Sconce.
23	All Saints Close (Safer Routes to School)	Relining of no parking restrictions road markings outside school. Requires zig zags markings from zebra crossing. Currently missing/worn away.
24	Westwood Primary Safer Routes to School	Relining of no parking restrictions road markings outside school.
26	Burrowmoor Road (Safer Routes to School)	Relining of no parking restrictions road markings outside school.
27	Town wide ped/cycle wayfinding	Installation of wayfinding signage improvements, providing distance to key destinations, including March Railway Station, the town centre, Neale-Wade Academy and other key destinations.
28	NCN 63 route signage	Installation of Improved NCN 63 routing signage/markings which are currently inconsistent and fragmented through March. Include shared use markings in cut through opposite Wisbech Road Post Office.

5.1.2 The location of the works are shown on the Drawings in Appendix B.

5.1.3 The Works Information which was Target Costed in in Appendix C.

5.1.4 The Target Cost for the group of projects is £20,362.15 and is included in Appendix D.

6. Summary

- 6.1.1 The lists of schemes to be progressed are included in Appendix A of this report. In total 28 schemes have been identified, grouped and prioritised for delivery in Phase 1 and Phase 2.
- 6.1.2 Phase 1 schemes have been fully designed and have been Target Costed for Construction, the Target Cost is within Appendix D.
- 6.1.3 Phase 2 schemes comprise of Concept Designs and Option Studies that requiring additional design, site investigations, third Party Liaison and statutory process.
- 6.1.4 Additional funding will be required to progress the design for the Phase 2 schemes, the design fee will be produced following confirmation of the schemes to be progressed.

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7. Appendices

Appendix A: Confirmed Schemes for Delivery and Removed Schemes

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Appendix B: Works Locations Drawings

5020481-MIN-HMK-DR-CH-1235 S2 Rev C02- Location Plan Phase 1 Works Sheet 1 of 2
5020481-MIN-HMK-DR-CH-1236 S2 Rev C02 - Location Plan Phase 1 Works Sheet 2 of 2
5020481-MIN-HMK-DR-CH-1237 S2 Rev C01 - Location Plan Phase 1 and 2 Overview
5020481-MIN-HMK-DR-CH-1238 S2 Rev C01 - Location Plan Package 2 Works Sheet 1 of 3
5020481-MIN-HMK-DR-CH-1239 S2 Rev C01 - Location Plan Package 2 Works Sheet 2 of 3
5020481-MIN-HMK-DR-CH-1240 S2 Rev C01 - Location Plan Package 2 Works Sheet 3 of 3

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Appendix C: Phase 1 Schemes Works Information

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Appendix D: Target Cost for Phase 1 Schemes – Dated 19 April 2022

The Target Cost For Package 1 Schemes was undertaken in April 2022.

Target Cost Value £20,362.15

An Uplift for the change in Construction Start Date is required – Addendum to the report required once Estimating Team has reviewed the applicable uplift.

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Appendix E: Table - Indicative Programme and Budget for Phase 2 / Package 2

ID	Location	Project Scope	Indicative Design Programme	Indicative Design Budget	Indicative Construction Programme Including 4 No. Week Target Costing and 4 No. Week Mobilisation	Indicative Construction Budget Excludes Stats diversions and Contamination
1	Robin-goodfellows Lane (footways)	Design and Install footway (2m width) along Robingoodfellow's Lane carriageway and maintain double yellow lines on left hand side, between junction with B1099/Broad Street and Darthill Road car park.	12 No. Weeks	£9k Includes: - Design 5.5k - Trial Holes £2k - RSA1/2 £1.5k	11 No. Weeks 3 No. Weeks Construction	£40k - £45k
4	Elwyn Road/ High Street (crossing facilities)	Improve safety of pedestrian crossing facilities across Elwyn Road junction with High Street with installation of an uncontrolled raised table pedestrian crossing at junction, or similar.	12 No. Weeks	£9k Includes: -Design 5.5k -Trial Holes £2k -RSA1/2 £1.5k	10 No. Weeks 2 No. Weeks Construction	£35k-£40k
8	High Street/ The Causeway/ The Avenue (cycling facilities)	Re-line, add cycle symbols and sign shared use footway provision. Assume 4km of carriageway/footway to reline/sign.	4 No. Weeks	£4k Includes: -Design 2.5k -RSA1/2 £1.5k	11 No. Weeks 3 No. Weeks Construction	£40k - £45k
11	Elwyn Road (footway)	Install dropped kerb opposite Mortgage Force on river side of Elwyn Road.	4 No. Weeks	£2.5k	17 No. Weeks Linked with ID 1 and 4 1 No. Week Construction	£8k – 10k
14	Chapel Lane (cycle Wayfinding)	Add cycle symbol on surface through Chapel Street (the lane outside the police station).	4 No. Weeks	£3k Includes: -Design 1.5k -RSA1/2 £1.5k	8 No. Weeks 1 Day Lining	£3-£5k
16	Dartford Road (crossing facilities)	Design and Install central refuges pedestrian crossing facilities on Dartford Road, adjacent to Lidl supermarket. In carriageway hatching area before turning lane into access road for Lidl.	12 No. Weeks	£10.5k Includes: -Design 6k -Trial Holes £3k -RSA1/2 £1.5k	10 No. Week 2 No. Weeks Construction	£45k- £50k

ID	Location	Project Scope	Indicative Design Programme	Indicative Design Budget	Indicative Construction Programme Including 4 No. Week Target Costing and 4 No. Week Mobilisation	Indicative Construction Budget Excludes Stats diversions and Contamination
17	Dartford Rd/Westwood Av (crossing facilities)	Design and Install widened dropped kerb and tactile paving provision on corner of Westwood Avenue/Dartford Road.	4 No. Weeks	£4k Includes: -Design 2.5k -RSA1/2 £1.5k	10 No. Week 2 No. Weeks Construction	£20k-£30k
19	Wisbech Road/ Elliott Road (crossing facilities)	Design and Install Widened central pedestrian refuge across entrance to Elliot Road at junction with Wisbech Road and dropped kerbs on Elliot Road junction entrance.	12 No. Weeks	£10.5k Includes: -Design 6k -Trial Holes £3k -RSA1/2 £1.5k	12 No. Weeks 4 No. Weeks Construction	£45k-£50k
20	Wisbech Road (crossing facilities)	Design and Install upgrade the signalised pedestrian crossing outside Wisbech Road Post Office to a toucan crossing as part of a shared route scheme, along NCN route. Add shared used markings in cut through, opposite Toucan crossing (adjacent to Wisbech Road Post Office), to formalise this section of NCN route on approach to upgraded Toucan crossing.	12 No. Weeks	£21k Includes: -Design 17k -Trial Holes £3k -RSA1/2 £1.5k	12 No. Weeks 4 No. Weeks Construction	£80k-£100k
21	Path leading from park off Norwood Road to All Saints Close (footway link)	Formalise the muddy track through the field, adjacent to All Saints Inter-Church Academy and County Road, which is used by parents and schoolchildren.	12 No. Weeks	£11k Includes: -Design £6k -Trial Holes £5k	12 No. Weeks 4 No. Weeks Construction	£85k-95k
3	Nene Parade/ Grays Lane (parking)	Review and formalise provision of parking in Nene Parade and Grays Lane. Re-line parking bay and yellow lines.	Atkins Design	Atkins Design	9 No. Weeks 1 No. Week Construction	£6k-10k

Project Management	£7.5k	
Design	£84k	
Ecology and Environment (In Design Phase)	£10k	
Topographical Surveys	£20k	
Contingency – 20%	£24	
Total Indicative Design Budget	£145.5k	
Total Indicative Construction Budget including 45% Contingency	£696k	

Notes:

- The Design and Construction Indicative costs have been prepared from information within this table, there is no indicative design and site visits and take offs have not been undertaken to prepare the indicative costs.
- Indicative Design Costs and Construction Costs have been based on all Designs being prepared in a maximum of 2 No. Work Packages. Target Costing and Construction also being undertaken as a maximum of 2 No. Work Packages.
- There is likely to be cost savings for combining RSA1/2's.
- Site Investigation Costs are also indicative and may be higher or lower dependent on site conditions / presence of Statuary Undertakers Plant and Design i.e requirement for GPRS and Drainage Surveys.
- An indicative cost of £20k has been allowed for a topographical surveys to be undertaken in a programme of works.
- An indicative cost of £10k has been allowed for Ecology and Environment to be undertaken in a programme of works within the Design Phase.
- Diversionary Works and Contamination are unknown and could impact on the Indicative Design and Construction budget
- Construction Constraints impacting working hours and programming are unknown and could impact on the Indicative Construction Budget
- Ecological and Environmental Impacts are unknown and could impact on the Indicative design and construction budget

Appendix F: Table - Indicative Programme and Budget for Phase 2 / Package 3
– Option Studies

ID	Location	Project Scope	Indicative Design Programme	Indicative Design Budget
5	Market Place /High Street (crossing facilities)	Review provision of pedestrian crossing facilities across Market Place junction with High Street (B1101). This relates to crossing the junction between Market Place car park and The Griffin Public House. Install an uncontrolled raised entry table pedestrian crossing or similar.	8 No. Weeks	£15k
6	High Street (footways)	Investigate Installation of a footway on section of High Street (B1101) across entrance to Chapel Street shared footpath, to join up with the existing pavement on the section of High Street from the entrance to Cromwell Hotel to the premises occupied by Leonardo's Pizza. Install dropped kerb access for cyclists and mobility scooters on the section across the entrance to the Chapel Street foot and cycle path. <i>Linked to scheme 7</i>	8 No. Weeks	£10k
7	High Street/ Chapel Street (crossing facilities)	Install pedestrian island refuge on High Street adjacent to Chapel Street ped/cycle entrance (south of Burrowmoor Road junction) with footway build out. <i>Linked to scheme 6, above.</i>	8 No. Weeks	£10k
9	Station Road/ Creek Road (crossing facilities)	Improve pedestrian crossing facilities on Station Road by Creek Road. The central refuge should be redesigned to create a direct crossing facility to serve the high footfall of pedestrians accessing Sainsbury's car park at this location.	8 No. Weeks	£15k
10	Station Road (cycle facilities/ wayfinding)	Provide a more direct cycle route linking Station Road with Neale Wade Academy and south east March, via St. John's Road, Wigstone's and the footbridge to the south of the River Nene. Involves installation of carriage way cycle symbols.	8 No. Weeks	£15k
13	Cavalry Drive (crossing facilities)	Examine the need for formal crossing facility across Cavalry Drive, by the back entrance to Neale-Wade Academy and installation of 20 mph wig wags (flashing boards) advisory speed limit for start/end of school day.	8 No. Weeks	£15k
15	Wisbech Road/ Norwood Road (crossing facilities)	Improve pedestrian crossing facilities at the junction of Wisbech Road and Norwood Road.	12 No. Weeks	£25k

ID	Location	Project Scope	Indicative Design Programme	Indicative Design Budget
18	Wisbech Road corridor (shared use cycle facilities)	Review provision of Incorporating shared use footway provision for cycling along Wisbech Road, providing cyclists with a safe and direct route to Tesco and the Industrial Park. Installation of advisory cycle lanes, in both directions on existing carriage is feasible instead of shared use on footway.	12 No. Weeks	£20k
22	All Saints Close (Safer Routes to School)	Examine the need for a pedestrian central refuge crossing facilities on County Road, between junction of All Saints Close and Cromwell Road	8 No. Weeks	£10k
25	Burrowmoor Road (Safer Routes to School)	Investigate options for installing a pedestrian crossing facility on Burrowmoor Road within proximity to the school. Recommend installation of raised table outside No. 19. This will provide traffic calming and will facilitate safer ped crossing. This facility can then be used as crossing location used by crossing attendant.	12 No. Weeks	£20k
Total Indicative Budget for Option Studies			33 No. Weeks	£155k
Total Indicative Budget for Phase 2 Design (As Above)			29 No. Weeks	£145k
Total Indicative Design Budget Design			41 No. Weeks	£300k

Appendix G: Indicative Programme

Programme Dated 11.08.2022

Note:

Programme buildup shows previous rates, the 20% Design Cost Contingency is sufficient to cover the new rates.

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Appendix A

Confirmed Schemes for Delivery

15/03/2022

ID No	Location / Issue	Scheme Description	Delivered by Ped/Cycle Feasibility Study (Yes/No)	Rationale						Reasoning / Design + Delivery notes	Status
				Accessibility	Active Travel Connectivity	Public Transport Interchange Connectivity	Safety	Priority Grouping for Design/Delivery	Deliverability (1st or 2nd Phase)		
1	Robin-goodfellows Lane (footways)	Revised scheme: Install footway (2m width) along Robin-goodfellow's Lane carriageway and maintain double yellow lines on left hand side, between junction with B1099/Broad Street and Darthill Road car park..	Yes	Yes			Yes	2 nd	2 nd phase	Improve pedestrian accessibility and safety when walking between Darthill Car Park and Broad Street, via Robin-goodfellow's Lane. <i>There is sufficient space to install a footway adjacent to the wall on the w/b side of Robin-goodfellow's Lane.</i> This will create a continuous footway to the car park. This will require an RSA, topographic and stats surveys.	Concept Design Topographical Survey and Stats review will be required
2	Robin-goodfellows (crossing facilities)	Insert 'Look Right' and 'Look Left' reminder carriageway markings for pedestrians crossing Robin-goodfellow's Lane at this junction	Yes	Yes			Yes	1 st	1 st phase	Inserting carriageway markings improves safety awareness for pedestrians crossing Robin-goodfellow's Lane at interchange with Station Road and Broad Street. This needs to be done as a priority. Longer term, the FHSF/MATS Broad St scheme will improve the entry to the Robin-goodfellow's Lane, as part of scheme design for the mini roundabout.	Incorporated in Package 1
3	Nene Parade/ Grays Lane (parking)	Review and formalise provision of parking in Nene Parade and Grays Lane. Re-line parking bay and yellow lines.	Yes	Yes			Yes	2 nd	2 nd phase	Nene Parade and Grays Lane existing parking provision remarking/formalisation to be addressed by Ped/Cycle Feasibility Study. Broad Street carriageway realignment and accompanying carriageway marking requirements to be addressed by FHSF and MATS Broad Street schemes. <i>Re-line disabled bays. Review provision of double yellow lines down Nene Parade to identify extent of relining.</i>	Option Study Scope dependent on the wider Broad Street scheme. PTO's to be reviewed.
4	Elwyn Road/ High Street (crossing facilities)	Improve safety of pedestrian crossing facilities across Elwyn Road junction with High Street with installation of an uncontrolled raised table pedestrian crossing at junction, or similar.	Yes	Yes	Yes		Yes	1 st	2 nd phase	Pedestrian crossing facilities need improving at the uncontrolled junction of Elwyn Road junction with High Street, for accessing Market Place. Will be addressed by Ped/Cycle Feasibility Study as out of the scope of the FHSF Market Place proposal. <i>The radii of the junction could be tightened and tactile paving could be installed here.</i>	Concept Design Access to Market Place needs consideration with proposed Market Place Design
5	Market Place /High Street (crossing facilities)	Provide pedestrian crossing facilities across Market Place junction with High Street (B1101). This relates to crossing the junction between Market Place car park and The Griffin Public House. Install an uncontrolled raised entry table pedestrian crossing or similar.	Yes	Yes			Yes	2 nd	2 nd phase	Pedestrian crossing facilities need improving at the uncontrolled junction of Market Place and High Street (adjacent to the Griffin pub). Will be addressed by Ped/Cycle Feasibility Study as out of the scope of the FHSF Market Place proposal. <i>Check whether Market Place route is used to turn round buses for service operations at Broad Street. Could lose a lane and have just one as it is already one way. Do we need to retain the dedicated left and right lanes at the end of the road? A zebra crossing could also be installed here. Suggested that we check the junction modelling.</i>	Option Study Required Access to Market Place needs consideration with proposed Market Place Design
6	High Street (footways)	Install a footway on section of High Street (B1101) across entrance to Chapel Street shared footpath, to join up with the existing pavement on the section of High Street from the entrance to Cromwell Hotel to the premises occupied by Leonardo's Pizza. Install dropped kerb access for cyclists and mobility scooters on the section across the entrance to the Chapel Street foot and cycle path. Linked to scheme 7, below.	Yes	Yes	Yes		Yes	2 nd	2 nd phase	Delivery with scheme 7. <i>Install facility to help cyclists join the carriageway. Check whether the provision of a footway would obstruct an access point. Check drainage, as it falls away from the carriageway. Also check for stats.</i>	Option Study Topographical Survey and Stats review will be required
7	High Street/ Chapel Street (crossing facilities)	Install pedestrian island refuge on High Street adjacent to Chapel Street ped/cycle entrance (south of Burrowmoor Road junction) with footway build out. Linked to scheme 6, above.	Yes	Yes	Yes		Yes	2 nd	2 nd phase	There are no ped crossing facilities on this stretch of road.. Linked to scheme 8, should be delivered in same phase. <i>As with scheme 6, check whether the provision of a footway would obstruct an access point. A crossing would intersect the shared route. Would have to suspend parking to implement this. Potential to remove a parking bay adjacent Cassanos to install a build out to help pedestrians cross the road.</i>	Option Study Topographical Survey and Stats review will be required
8	High Street/ The Causeway/ The Avenue (cycling facilities)	Re-line, add cycle symbols and sign shared use footway provision. Assume 4km of carriageway/footway to reline/sign.	Yes		Yes		Yes	2 nd	2 nd phase	<i>Will require RSA</i>	Concept Design RSA Required – Not Progressed in Package 1
9	Station Road/ Creek Road (crossing facilities)	Improve pedestrian crossing facilities on Station Road by Creek Road. The central refuge should be redesigned to create a direct crossing facility to serve the high footfall of pedestrians accessing Sainsbury's car park at this location.	Yes	Yes	Yes	Yes	Yes	1 st	2 nd phase	Addressed by Ped/Cycle Feasibility Study as out of the scope of the FHSF and MATS Broad Street scheme proposals	Option Study

ID No	Location / Issue	Scheme Description	Delivered by Ped/Cycle Feasibility Study (Yes/No)	Rationale						Reasoning / Design + Delivery notes	Status
				Accessibility	Active Travel Connectivity	Public Transport Interchange Connectivity	Safety	Priority Grouping for Design/Delivery	Deliverability (1st or 2nd Phase)		
10	Station Road (cycle facilities/ wayfinding)	Provide a more direct cycle route linking Station Road with Neale Wade Academy and south east March, via St. John's Road, Wigstone's and the footbridge to the south of the River Nene. Involves installation of carriage way cycle symbols.	Yes		Yes	Yes	Yes	2 nd	2 nd phase	High priority as connected to school travel. Requires improved cycle signage and cycle symbol road markings. Requires a RSA.	Option Study
11	Elwyn Road (footway)	No dropped kerb opposite Mortgage Force on river side of Elwyn Road – install them.	Yes	Yes			Yes	2 nd	2 nd phase	Requires Stats check. A dropped kerb should be installed on the other side.	Concept Design Stats review will be required
12	Sconce ped/cycle route (shared use)	Repaint cycle symbols on the shared route past March Sconce.	Yes		Yes		Yes	1 st	1 st phase	High priority as key off road route to Neale Wade Academy.	Incorporated in Package 1
13	Cavalry Drive (crossing facilities)	Examine the need for formal crossing facility across Cavalry Drive, by the back entrance to Neale-Wade Academy and installation of 20 mph wig wags (flashing boards) advisory speed limit for start/end of school day.	Yes	Yes			Yes	1 st	2 nd phase	School safety related. High priority. <i>An option study required to consider: A zebra crossing installation (on the existing raised table). Tactile paving would need to be installed on both sides. Wigwag signs and markings required, to be added to existing 'hump' signs. The presence of a fence limits visibility here. The speed table requires maintenance. Traffic calming features could be considered, such as one way priority for traffic. The lanes could be narrowed. A parallel crossing could be installed. Is on bus route.</i>	Option Study Topographical Survey and Stats review will be required
14	Chapel Lane (cycle Wayfinding)	Add cycle symbol on surface through Chapel Street (the lane outside the police station).	Yes		Yes		Yes	1 st	2 nd phase	Requires improved cycle symbol road markings to reduce cycle/pedestrian conflict along Chapel Lane shared route.	Concept RSA Required – Not Progressed in Package 1
15	Wisbech Road/ Norwood Road (crossing facilities)	Improve pedestrian crossing facilities at the junction of Wisbech Road and Norwood Road.	Yes	Yes	Yes		Yes	1 st	2 nd phase	No dropped kerbs at junction, outside the Men of March pub and no other ped crossing provision in the vicinity. High priority <i>An options study. Could install a build out for cyclists so that they can avoid / bypass the roundabout. There are lots of options available here.. Remove columns to facilitate the installation of a zebra crossing or "cyclists dismount" style crossing.</i>	Option Study Topographical Survey and Stats review will be required
16	Dartford Road (crossing facilities)	Install central refuges pedestrian crossing facilities on Dartford Road, adjacent to Lidl supermarket. In carriageway hatching area before turning lane into access road for Lidl.	Yes	Yes	Yes		Yes	1 st	2 nd phase	No other ped provision in the vicinity. High priority. Scope to install a refuge where the hatching is outside Lidl. Would connect West End Park with developments.	Concept Design Topographical Survey and Stats review will be required
17	Dartford Rd/Westwood Av (crossing facilities)	Widen dropped kerb and add tactile paving provision on corner of Westwood Avenue/Dartford Road.	Yes	Yes			Yes	1 st	2 nd phase	High priority as on route to Westwood Primary School	Concept Design Stats review will be required
18	Wisbech Road corridor (shared use cycle facilities)	Incorporate shared use footway provision for cycling along Wisbech Road, providing cyclists with a safe and direct route to Tesco and the Industrial Park. Installation of advisory cycle lanes, in both directions on existing carriage is feasible instead of shared use on footway.	Yes		Yes		Yes	2 nd	2 nd phase	This is relevant for the Wisbech Road section. Adequate carriageway width to accommodate advisory cycle lane on both sides of Wisbech Road. Provision of share use footway ruled out due to conflict with parked vehicles, trees and grass verges. <i>Consider advisory cycle lanes.</i>	Option Study Topographical Survey and Stats review will be required
19	Wisbech Road/ Elliott Road (crossing facilities)	Widen central pedestrian refuge across entrance to Elliot Road at junction with Wisbech Road. Install dropped kerbs on Elliot Road junction entrance.	Yes	Yes			Yes	1 st	2 nd phase	<i>The junction could be 'tightened up'. Install dropped kerbs. Widen the island. If the junction was tightened up an island might not be required. The island should be 3m wide.</i>	Concept Design Topographical Survey and Stats review will be required
20	Wisbech Road (crossing facilities)	Upgrade the signalised pedestrian crossing outside Wisbech Road Post Office to a toucan crossing as part of a shared route scheme, along NCN route. Add shared used markings in cut through, opposite Toucan crossing (adjacent to Wisbech Road Post Office), to formalise this section of NCN route on approach to upgraded Toucan crossing	Yes		Yes		Yes	1 st	2 nd phase	<i>This crossing should have tramlines / corduroys either side of the crossing as cycles use it and it is part of the NCN. This is feasible.</i>	Concept Design Topographical Survey and Stats review will be required
21	Path leading from park off Norwood Road to All Saints Close (footway link)	Formalise the muddy track through the field, adjacent to All Saints Inter-Church Academy and County Road, which is used by parents and schoolchildren.	Yes	Yes	Yes			2 nd	2 nd phase	Formalised informal path through field as well used link for route to school, park, and cut through between County Road and Robingoodfellow's Lane. Norwood Road and station. <i>Consider solar floor lighting, like has been installed in other section of path between Robingoodfellow's Lane and March Railway Station.</i>	Concept Design Topographical Survey and Stats review will be required

ID No	Location / Issue	Scheme Description	Delivered by Ped/Cycle Feasibility Study (Yes/No)	Rationale						Reasoning / Design + Delivery notes	Status
				Accessibility	Active Travel Connectivity	Public Transport Interchange Connectivity	Safety	Priority Grouping for Design/Delivery	Deliverability (1st or 2nd Phase)		
22	All Saints Close (Safer Routes to School)	Examine the need for a pedestrian central refuge crossing facilities on County Road, between junction of All Saints Close and Cromwell Road	Yes	Yes	Yes		Yes	1 st	2 nd phase	High priority since connected to school travel. Requires site visit with Highways Engineer to establish if suitable carriageway space. <i>Option study. RSA needed for traffic calming. A 'bolt down' / raised table could be installed here. It would need to be six metres. Noted that it is on a bus route.</i>	Option Study Topographical Survey and Stats review will be required
23	All Saints Close (Safer Routes to School)	Relining of no parking restrictions road markings outside school. Requires zig zags markings from zebra crossing. Currently missing/worn away.	Yes	Yes			Yes	1 st	1 st phase	High priority since connected to school travel safety. <i>Zig zags at the zebra crossing need to be re-lined.</i>	Incorporated in Package 1
24	Westwood Primary Safer Routes to School	Relining of no parking restrictions road markings outside school.	Yes	Yes			Yes	1 st	1 st phase	High priority as connected to school travel and still enforcement need..	Incorporated in Package 1
25	Burrowmoor Road (Safer Routes to School)	Investigate options for installing a pedestrian crossing facility on Burrowmoor Road within proximity to the school. Recommend installation of raised table outside No. 19. This will provide traffic calming and will facilitate safer ped crossing. This facility can then be used as crossing location used by crossing attendant.	Yes	Yes			Yes	1 st	2 nd phase	High priority since connected to school travel safety. <i>Liaised with school's crossing attendant (during PM pick up on 11th Nov) who confirmed need for traffic calming to improve safety of crossing facilities as children/parent face daily safety issues crossing Burrowmoor Rd outside school due to parents illegal parking, which is daily issue, and worse during PM pick up. Recommend raised table adjacent to no/and associated markings to slow traffic outside school, which can be used by crossing attendant.</i>	Option Study Topographical Survey and Stats review will be required
26	Burrowmoor Road (Safer Routes to School)	Relining of no parking restrictions road markings outside school.	Yes	Yes			Yes	1 st	1 st phase	High priority since connected to school travel.	Incorporated in Package 1
27	Town wide ped/cycle wayfinding	Identify wayfinding signage improvements, providing distance to key destinations, including March Railway Station, the town centre, Neale-Wade Academy and other key destinations.	Yes	Yes	Yes	Yes		1 st	1 st phase	Wayfinding to be considered as part of March wide signage strategy based on key decision points.	Incorporated in Package 1
28	NCN 63 route signage	Improve NCN 63 routing signage/markings which are currently inconsistent and fragmented through March. Include shared use markings in cut through opposite Wisbech Road Post Office. This section of NCN route should be formalised.	Yes		Yes	Yes		1 st	1 st phase	NCN 63 route signage/markings are identified separately to ped/cycle wayfinding improvements as requires consultation with Sustrans.	Incorporated in Package 1

The rationale definitions for scheme priority and deliverability phasing are provided below:

Term	Definition
Accessibility	A 'Yes' indicates that the scheme will deliver accessibility improvements for pedestrians and/or cyclists. Accessibility improvements include the provision of crossing facilities, dropped kerbs, tactile paving and wayfinding.
Active Travel Connectivity	A 'Yes' indicates that the scheme will improve active travel connectivity, by linking pedestrian and cycle routes, delivering improvements to journey time, journey quality and wayfinding.
Public Transport / Interchange Connectivity	A 'Yes' indicates that the scheme will improve public transport interchange connectivity with active travel modes.
Safety	A 'Yes' indicates that the scheme seeks to improve road/route user safety and / or personal security.
Priority Grouping	An indication of the importance of each scheme in terms of delivering pedestrian and cycling infrastructure, safety and wayfinding improvements.
Deliverability (1 st or 2 nd Phase)	Phase 1 schemes are those which have been designed and have been Target Costed. Phase 2 schemes requires more detailed design, surveys and consultation.



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Agenda No: 4.5

Fengate Phase 1

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	19 October 2022
Public report:	Yes
Lead Member:	Mayor Dr Nik Johnson
From:	Emma White, Transport Programme Manager
Key decision:	Yes
Forward Plan ref:	2022/045
Recommendations:	<p>The Combined Authority Board is recommended to:</p> <ul style="list-style-type: none">a) Note progress towards the Fengate Phase 1 Full Business Caseb) Approve the drawdown of £550,424 to accelerate the active travel element of the scheme.c) Approve the drawdown of £315,000 to accelerate utility C4 costs ahead of construction.d) Delegate authority to the Interim Head of Transport in consultation with the Chief Finance Officer and Monitoring Officer to enter into Grant Funding Agreements with Peterborough City Council.
Voting arrangements:	For recommendations b) and c) a vote in favour by at least two thirds of all Members (or their Substitute Members) appointed by the Constituent Councils who are present and voting, to include the Members appointed by Cambridgeshire County Council and Peterborough City Council, or their Substitute Members.

a simple majority of all Members present and voting. To be carried, the vote must include the vote of the Mayor, or the Deputy Mayor when acting in place of the Mayor

1. Purpose

- 1.1 This report summarises the progress towards the Fengate Phase 1 Business Case (FBC) and recommends the drawdown of £550,424 to the Combined Authority Board to accelerate the active travel elements of the scheme and £315,000 to accelerate utility C4 costs ahead of construction. Peterborough City Council (PCC) and the Combined Authority have been considering opportunities to accelerate scheme delivery as the scheme is funded by the Transforming Cities Fund (TCF).

2. Background

- 2.1 PCC's Local Plan (adopted July 2019) sets out the overall vision, priorities and objectives for Peterborough up to 2036. The updated strategy identifies the required delivery of 19,440 new homes and 17,600 new jobs by 2036.
- 2.2 The largest employment allocation within Fengate is the Red Brick Farm site which covers 12.6 hectares. This is likely to be a mixture of B8 (Storage and Distribution) units and B2 (General Industry) units with ancillary B1 office space.
- 2.3 The Fengate Access Study Area focuses on the north of Fengate, where the Red Brick Farm site is located. The study considers Junction 7 and Junction 8 of the A1139 Fletton Parkway (key access to / from the parkway system), access routes into Fengate such as Parnwell Way and Oxney Road, and internal roads within Fengate such as Edgerley Drain Road and Storey's Bar Road.
- 2.4 At the Combined Authority Board in 2020 the Strategic Outline Business Case (SOBC) and commencement of the Full Business Case (FBC) and detailed design stage were approved. At the CA Board in Dec 2021 a further £150,000 was approved to complete the FBC.
- 2.5 Early request to release £550,424 to accelerate the construction funding of two of the active travel schemes which form part of the project ahead of the main highway works which are scheduled to commence in April 2023 (subject to CA Board approval planned in January 2023).
- 2.6 The schemes identified for accelerated delivery are:
 - Newark Road Footpath; and
 - Oxney Road Pedestrian Improvements.
- 2.7 PCC and the Combined Authority have been considering opportunities to accelerate scheme delivery as the scheme is funded by the TCF. The TCF is time limited and must be spent by 31st March 2024.
- 2.8 Including the Fengate Access Study, there is approximately £17m of TCF funded transport infrastructure to deliver in the 2023/24 financial year in Peterborough. Bringing forward some of the active travel schemes for delivery into the third and fourth quarters of the 2022/23 financial year will reduce the pressure on the wider construction programme, and specifically reduce the risk to funding availability caused by any programme delays.
- 2.9 Recent sensitivity test to understand the scheme BCR in-light of the latest costs demonstrate the scheme offer high value for money with a BCR of 2.46. A Full Business Case (FBC) is currently being produced and will be submitted in December ahead of the January CA Board,

and the BCR is expected to increase further with the inclusion of additional active travel benefits. However, a value for money assessment has been undertaken for the two active travel schemes to demonstrate that they offer value for money ahead of the wider FBC submission.

- 2.10 In summary, the active travel schemes offer very high value for money, and there is a strong case for early investment.
- 2.11 Early request to release £315,000 to accelerate utility C4 costs ahead of construction. Utility C4 costs are part of the construction costs but concern has been raised in the time utility companies are taking to process these. Therefore, if Fengate Phase 1 is approved for construction at January Combined Authority Board this could be a risk of delay to programme and an issue for the TCF March 2024 spend deadline.
- 2.12 To de-risk the project it is requested these costs are approved at this point in time so are complete and ready for construction to start in January 2023. An initial value for money assessment has confirmed, ahead of submission of the FBC in December, that the Fengate Access Study package of schemes offers high value for money.

3. Financial Implications

- 3.1 Drawdown £865,424 of £10,973,000 forecast 2022/23 and 2023/24 TCF budget. Seek approval for the full drawdown of the rest of the budget once FBC is complete at Combined Authority Board in January 2023.

4. Legal Implications

- 4.1 This report, including the detail set out in the appendix, will assist the board to monitor the financial position of projects, with a view to meeting the Authority's legal obligation to deliver a balanced budget.

5. Public Health Implications

- 5.1 The delivery of the scheme will have a positive implication for public health due to the scheme encouraging active travel and therefore the subsequent health and wellbeing benefits of exercise.

6. Environmental and Climate Change Implications

- 6.1 The delivery of the scheme will have a positive implication on environment and climate change including:
- It is expected that providing improved active travel infrastructure will encourage residents to travel by foot or bicycle instead of by car, and therefore help reduce existing and future year peak hour congestion and delay; and
 - Fengate is a particularly car-dependent employment destination, and the quality of the active travel infrastructure is of a lower quality compared to other areas of Peterborough. Without an improvement in active travel infrastructure, Fengate will remain a car-dependent destination that is less accessible for those able to travel by foot or cycle.

Other Significant Implications

6.2 None.

7. Appendices

7.1 Fengate Active Travel Early Release Technical Note.

8. Background Papers

8.1 [Combined Authority Board reports 5 August 2020](#)

Technical Note

Description: Fengate Active Travel Early Funding Release **To:** Emma White

Reference: **From:** Ross Percy-Jones

Date: 23/08/2022 **cc:** Lewis Banks, Richard Jones, Tamara Lanoix, Sally Savage

Introduction

Peterborough City Council (PCC) is requesting the early release of part of the construction funding for the Fengate Access Study from the Cambridgeshire and Peterborough Combined Authority (CPCA).

This is to accelerate the construction of two active travel schemes, which form part of the Fengate Access Study project, ahead of the main highways works which are scheduled to commence in Spring 2023 (subject to CPCA Board approval in January 2023). The schemes identified for accelerated delivery are:

- Newark Road Footpath
- Oxney Road Pedestrian Crossing.

Peterborough City Council and the CPCA have been considering opportunities to accelerate scheme delivery as the project is funded by the Transforming Cities Fund (TCF). The TCF is time limited and must be spent by 31st March 2024.

Including the Fengate Access Study project, there is approximately £17m of TCF funded transport infrastructure to deliver in Peterborough in the 2023 / 2024 financial year. Bringing forward some of the active travel schemes for delivery into the third and fourth quarters of the 2022 / 2023 financial year will reduce the pressure on the wider construction programme, and specifically reduce the risk to funding availability caused by any programme delays.

A Full Business Case (FBC) is required for the approval of construction funding by the CPCA Board. The Fengate Access Study FBC is due to be submitted in December 2022, ahead of the January 2023 Board meeting. This technical note provides a summary of the business case dimensions in relation to the two active travel schemes introduced above and demonstrates that the schemes offer very high value for money, and that there is a strong strategic case for investment as well as the necessary measures in place to successfully deliver the schemes.

Schemes

The Fengate active travel schemes are designed and ready to be delivered.

The Newark Road Footway scheme consists of the following:

- 473.5 sqm of footway from the south of Newark Road
- 25.0 sqm of tactile paving positioned either side of:
 - The East Vicarage Farm Road arm of the Newark Road / East Vicarage Farm Road Roundabout
 - The Newark Road north arm of the Newark Road / East Vicarage Farm Road Roundabout
 - Access junctions along the entire footway length on the western side of Newark Road.
- 25.0 sqm of carriageway resurfacing.

The Oxney Road Pedestrian Crossing scheme consists of the following:

- A new puffin crossing over Eastfield Road, west of Oxney Road.
- Red tactile paving on each side of the crossing.
- A total green time of 5.0 seconds for pedestrians, with up to 18.0 seconds of red time for motorised vehicles.
- A 2.4m wide footpath between Oxney Road (north of Sainsbury's) and Eastfield Road
- Break up of existing footway between Oxney Road (north of Sainsbury's) and Eastfield Road
- Buff-coloured tactile paving on each side of Oxney Road, where the proposed footpath meets.
- Buff-coloured tactile paving on each side of the Franklyn Crescent arm of the Oxney Road / Eastfield Road / Franklyn Crescent Roundabout.
- Footway resurfacing on the south side of the puffin crossing.

The scheme drawings for each scheme can be provided upon request.

Figure 1 overleaf shows the location of the schemes in Fengate.

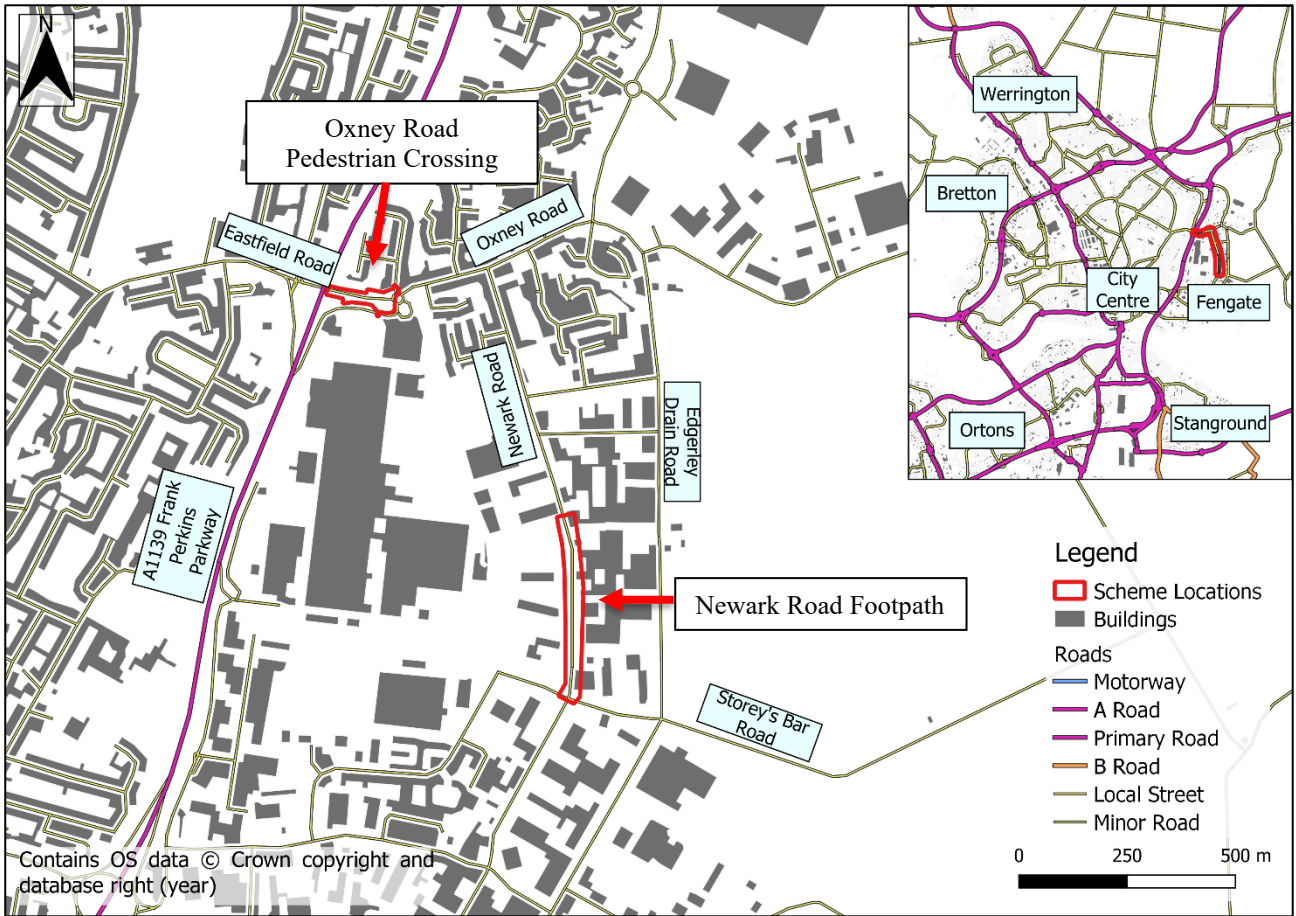


Figure 1: Fengate Active Travel Scheme Locations

Strategic Dimension

The Strategic Dimension considers the policy context in which the schemes have been developed. As well as policy, the need for intervention is explained, which includes the requirement to overcome the peak hour congestion and delay that compromises local growth aspirations.

Policy Context

A policy review of the following, in conjunction with a review of existing and future issues, has been undertaken as part of the Fengate FBC to identify scheme objectives:

- National:
 - Department for Transport Single Departmental Plan (June 2019)
 - Department for Transport Gear Change: One Year On (November 2020)
 - Department for Transport Cycle Infrastructure Design Local Transport Note 1/20 (LTN 1/20) (July 2020)
 - The Environment Act 2021
- Regional:
 - Combined Authority Annual Report & Business Plan 2021 / 22
 - Cambridgeshire and Peterborough Independent Economic Review (CPIER) (September 2018)
 - Mayor's Growth Ambition Strategy
 - Cambridgeshire and Peterborough Local Industrial Strategy (June 2019)
 - Cambridgeshire and Peterborough Combined Authority Local Transport Plan (January 2020)
 - Forthcoming Cambridgeshire and Peterborough Combined Authority Local Transport and Connectivity Plan
 - Natural Cambridgeshire Doubling Nature Vision
 - Cambridgeshire and Peterborough Independent Commission on Climate – Fairness, Nature and Communities: Addressing Climate Change in Cambridgeshire and Peterborough (October 2021)
- Local:
 - Peterborough City Council Strategic Priorities
 - Peterborough City Council Local Plan (July 2019)
 - Peterborough City Council – Trees and Woodland Strategy (2018)

Existing and Future Conditions

Trafficmaster Satellite Navigation data (November 2017) has been used to assess baseline vehicular journey times and delay within the study area for the free flow (00:00 – 05:00), AM peak hour (08:00 – 09:00), and PM peak hour (17:00 – 18:00) periods. The approaches of the following junctions have been considered within the Fengate FBC:

- Oxney Road / Edgerley Drain Road priority junction
- Edgerley Drain / Storey's Bar Road / Vicarage Road signalised junction
- Junction 8 signalised junction.

Significant delay was observed at all of these junctions in the AM and PM peak hours when compared to the free flow period.

An assessment of future year highway conditions was undertaken using the Peterborough Transportation Model (PTM3) and large increases in delay per vehicle are forecast to take place at all three junctions.

It is expected that providing improved active travel infrastructure will encourage residents to travel by foot or bicycle instead of by car, and therefore help reduce existing and future year peak hour congestion and delay.

Fengate is a particularly car-dependent employment destination, as shown in Figure 2 below, and the quality of the active travel infrastructure is of a lower quality compared to other areas of Peterborough. The density of cycleways per one square kilometre is also lower than other areas of the city as shown in Figure 3 overleaf.

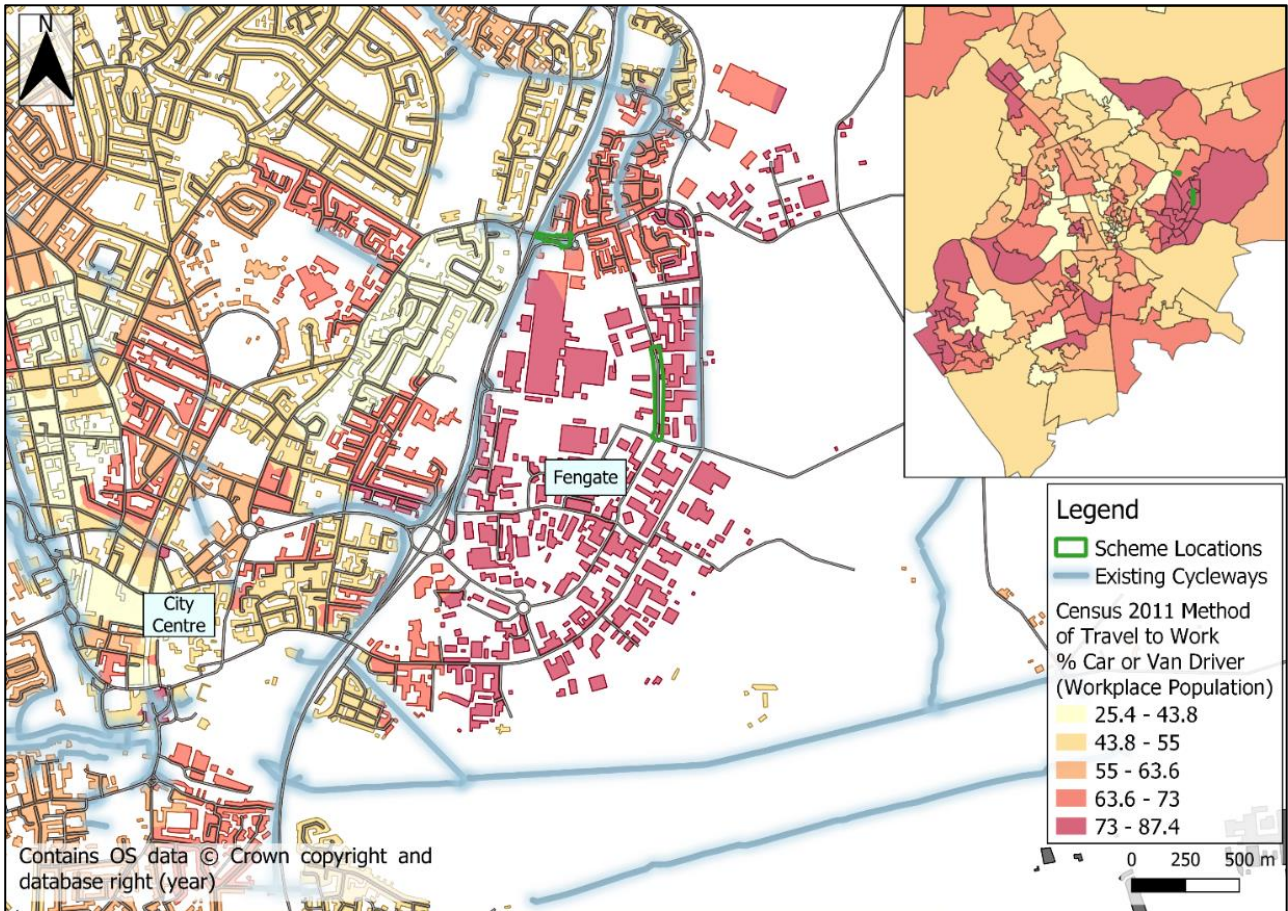


Figure 2: Census 2011 Method of Travel to Work – Percentage Car or Van Driver within Workplace Population



Figure 3: Total Length of Existing Cycleway per One Square Kilometre

The average car travel to work mode share for Fengate is 79%, whereas the whole of Peterborough is 61%. In contrast, Fengate has a low walking travel to work mode share of 3%, as shown in Figure 4 overleaf. The whole of Peterborough has a walking mode share of 8%, which is almost triple of the mode share in Fengate. Without an improvement in active travel infrastructure, Fengate will remain a car-dependent destination that is less accessible for those able to travel by foot or cycle.

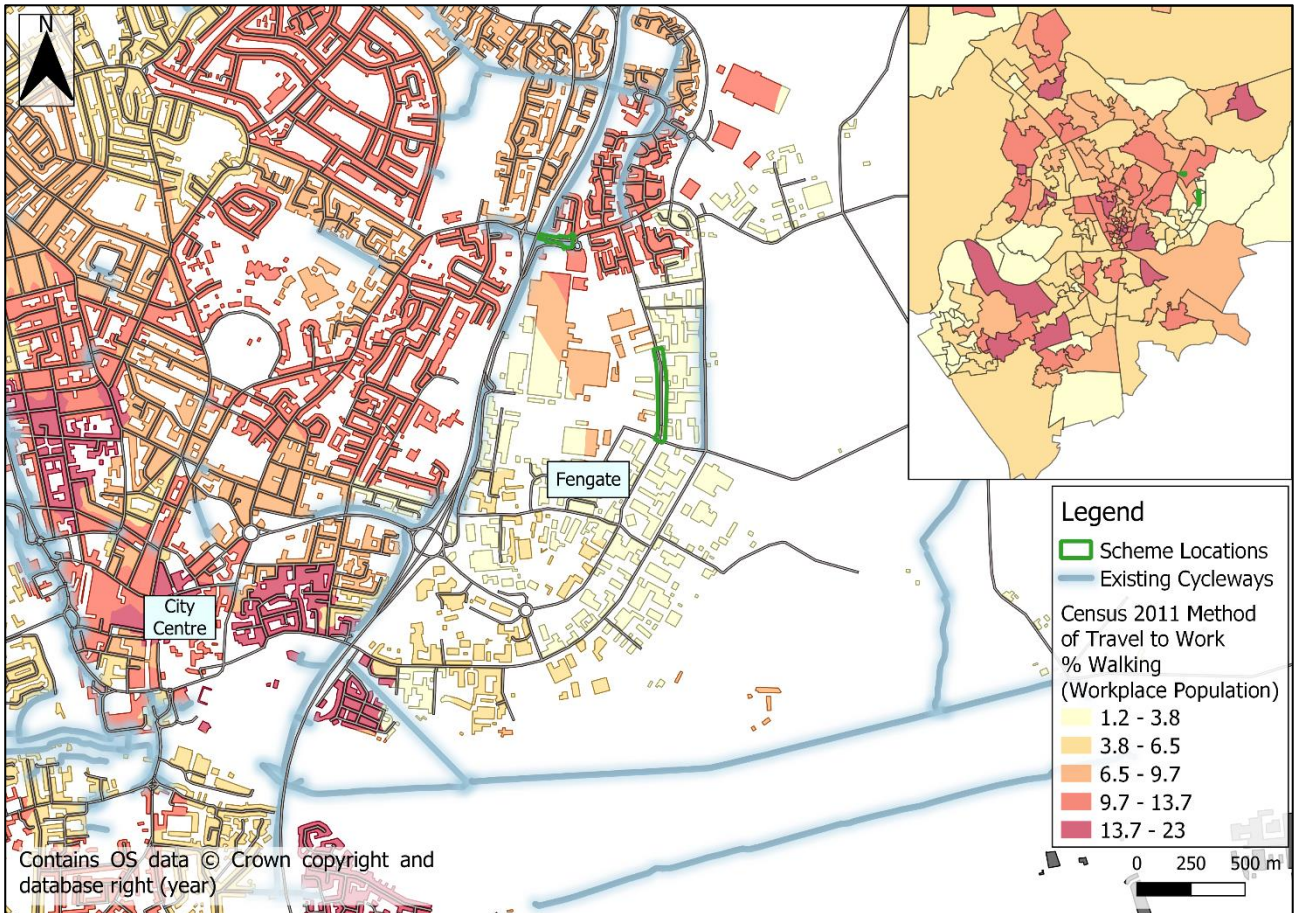


Figure 4: Census 2011 Method of Travel to Work – Percentage Walking within Workplace Population

Local Growth Aspirations

Peterborough is forecast to experience significant employment and population growth over the next few decades, reflecting a continuation of past trends. The Peterborough Local Plan (adopted July 2019) sets out the overall vision, priorities and objectives for Peterborough for the period up to 2036. The updated strategy identifies the required delivery of 19,440 new homes and 17,600 new jobs by 2036. This level of growth will in turn further strengthen the City's economy, contribute to regional growth, and increase the demand for travel on the local network.

Peterborough strives to become a 'destination of choice', to be continually recognised as a regional centre and economic partner with Cambridge. With the attractiveness of the city set to increase as a place to live, work and travel, this in turn creates pressure in relation to housing and employment growth, which in turn increases the strain on the transport infrastructure. Improving the transport infrastructure to enable Peterborough's strong history of growth to continue is the main internal driver for improving access to the key employment area of Fengate.

Tables 1 and 2 show the breakdown of the residential and employment developments that are proposed for Fengate, respectively.

Table 1: Residential Development Proposed for Fengate

Local Plan Development	Residential Developments (Units)				
	Up to 2019	2019-2026	2026-2031	2031-2036	Total Units
Potters Way Fengate	0	18	0	0	18
Fengate South	0	0	150	200	350
Former Perkins Engines Site Newark Road	0	104	0	0	104
Tanholt Farm, Eyesbury Road	0	3	0	0	3
Rear of 83 Oxney Road	0	5	0	0	5
105 Oxney Road	0	8	0	0	8

Table 2: Employment Development Proposed for Fengate

Mixed Commercial Developments (sq.m)						
Local Plan Development	Land Use Class	Up to 2019	2019 -2026	2026 -2031	2031 -2036	Total Size (sq.m)
Red Brick Farm	Employment	0	0	126,600	0	126,600
Oxney Road Site C	Employment	0	0	34,825	0	34,825
Perkins South	Employment	0	0	14,700	0	14,700
Land of Third Drove and fronting Fengate	Employment	0	0	5,950	0	5,950

Local residential and employment growth in Fengate will be compromised if no changes are made to existing congestion and delay. An increase in active travel within Fengate and a reduction in car travel will alleviate congestion and delay.

The October 2021 Cambridgeshire and Peterborough Independent Commission on Climate report recommends a reduction in car miles driven by 15% to 2030 relative to baseline levels to help the region mitigate and adapt to the impacts of climate change. The schemes will provide quality walking infrastructure that would encourage walking to work within Fengate as a more sustainable alternative to car travel.

Scheme Objectives

The project scope is to construct schemes within Fengate that achieve each of the primary objectives of the Fengate FBC.

The primary scheme objectives, as outlined in the Fengate FBC, are as follows:

- Tackle congestion and reduce delay
- Support Peterborough's Growth Agenda and facilitate the development of the Red Brick Farm site
- Protect the local environment and improve biodiversity.
- Reduce dependence on car travel and increase travel by healthier, more sustainable modes.

The secondary scheme objectives, as outlined in the Fengate FBC, are as follows:

- Positively impact traffic conditions on the wider network
- Improve road safety.

The Fengate FBC schemes were developed and shortlisted against the scheme objectives using the DfT's Early Assessment and Sifting Tool (EAST) assessment. An option development workshop was held on 15th May 2018 and attended by representatives from various disciplines within Peterborough Highway Services (PHS). The workshop used EAST to review existing and future issues relating to access to Fengate and site constraints.

As stated in the Department for Transport (DfT) Cycle Infrastructure Design Local Transport Note 1/20 (LTN 1/20), funding for local highways investment where the main element is not cycling or walking will be provided where schemes deliver or improve cycling infrastructure to the standards in LTN 1/20.

The Benefits Realisation Plan for the Fengate FBC will measure the success of the schemes against the scheme objectives.

Key Risks

A project Risk Register is available as part of the Fengate FBC that identifies each of the key risks and mitigation measures. The Risk Register is a live document, which is managed by PCC and is reviewed regularly by the CPCA in monthly Project Board meetings.

A construction Risk Register for each scheme has been produced and can be provided upon request. The Risk Register is a live document and will be regularly updated throughout the ten-week construction period.

Economic Dimension

The Economic Dimension provides evidence of how the proposed improvements are predicted to perform in relation to the stated objectives, identified problems, and targeted outcomes. The Economic Dimension determines whether the proposed improvements are likely to provide good value for money, with benefits outweighing its costs.

This section sets out the approach taken to initially assess the Economic Dimension for the Fengate Active Travel schemes and demonstrates that the proposed schemes would offer Very High Value for Money.

The scheme appraisal in this report focuses on the impacts that can be monetised and these include:

- Mode Shift
- Health
- Journey Quality
- Severance.

A full appraisal of other economic, environmental, social and distributional impacts that cannot be monetised will be assessed quantitatively and qualitatively within the FBC going to the CPCA January Board.

Present Value of Benefits

The active travel and severance Present Value of Benefits (PVB) of each scheme has been assessed using the Active Mode Appraisal Toolkit (AMAT) and the University College London (UCL) Tool to Value Reductions in Community Severance Caused by Roads, respectively.

AMAT requires the following intervention-specific details for calculating active travel benefits:

- Appraisal year – 2022
- Intervention opening year – 2023
- Final year of funding – 2023
- Appraisal period – 20 years
- Area type – Other Urban
- Number of daily walking and / or cycling trips without the proposed intervention
- Number of daily walking and / or cycling trips with the proposed intervention
- Percentage of an average walking or cycling trip that will use the intervention
- Current walking and cycling infrastructure for the route
- Proposed walking and cycling infrastructure for the route.

The number of walking and cycling trips without the proposed interventions have been sourced from Strava Metro, Census 2011 Method of Travel to Work, Vivacity AI sensors, and historic Automatic Traffic Counts (ATC).

The number of walking trips with the proposed interventions has been calculated by:

- Identifying a comparable location within Peterborough that has a higher walking mode share (based on the Census 2011) and better walking infrastructure
- Identifying the walking mode share for the scheme location based on the Census 2011
- Calculating an uplift factor based on the ratio of Shrewsbury Avenue to Fengate walk trips.
- Applying the resultant uplift factor to the number of walking trips without the proposed interventions.

A comparison between Shrewsbury Avenue in Orton Longueville, which is a comparable land use, and Fengate was undertaken to understand the potential for travel to work by walking. The assessment identified that Shrewsbury Avenue had a travel to work by walking mode share of 5.33%, whereas Fengate had a mode share of 4.45%. The uplift factor for walking would therefore be 1.198.

The number of cycling trips with the proposed interventions has been calculated by:

- Identifying the PCT Government Target (Equality) Ratio (Scenario / Baseline) for the existing route at the scheme location
- Applying the ratio as an uplift factor to the number of cycling trips without the proposed interventions.

Government Target (Equality) is the most conservative of all PCT scenarios and is representative of the Department for Transport’s Cycling Delivery Plan (October 2014) target of doubling cycling from 2013 levels nationally. Nearly all PCT scenarios are calculated using a function based on trip distance and hilliness. Not all areas experience the same trip distances and hilliness, and this therefore results in increases that can be below or above a doubling of cycling nationally.

PCT is a measure of cycling potential and not an exact estimate of the impact of a specific scheme or intervention. However, site visits to each scheme location have shown that each scheme is integral to delivering a better-connected network that reduces severance and improves safety and journey quality for cycling. Without any infrastructure improvements, the study area would not be appropriate for increased cycling.

Table 3 below shows the number of walking trips by scenario for each scheme.

Table 3: Do Nothing and Do Something Daily Walking Trips by Scheme

Scheme	Daily Walking Trips	
	Do Nothing	Do Something
Oxney Road Pedestrian Crossing	1,701	2,038
Newark Road Footway	773	926

The UCL Tool to Value Reductions in Community Severance Caused by Roads (Anciaes and Jones, 2020) is a spreadsheet used to estimate the value of interventions that reduce the barrier effect caused by roads, including changes to road design, traffic, and crossing facilities. This tool is referred to as the “Severance Tool” within this report.

Severance is calculated at each point along a road. The Severance Tool assumes that severance originates from the road conditions at a particular point and the possibility of walking along the road to cross in a place with better road conditions or crossing facilities.

The Severance Tool has only been used for the Oxney Road Pedestrian Crossing scheme and it requires the following intervention-specific details for calculating active travel benefits:

- Length of road segment (100 – 5,000m)
- Total potential demand for walking trips crossing the road (minimum of 1,000 trips per day)
- Percentage of each age group in the demand
- Average walking speed by age group
- Journey purpose of each age group
- Percentage of demand at each crossing location along the road segment
- Lifetime of the project (maximum of 10 years)
- Road conditions including the number of lanes in each direction, central reservation (wide, narrow, or none), traffic density (low, medium, or high), and traffic speed (10, 20, 30, or 40mph).
- Crossing facilities available at the extreme and middle points of the road segment. Options include pedestrian refuge, straight pelican, staggered pelican, footbridge, or underpass.
- Waiting time (0 to 5 minutes).

It has been assumed that the scheme will generate an increase in walking trips and therefore the rule of half must be applied to the benefits associated with the increase.

Table 4 overleaf summarises the benefits for each scheme.

Table 4: Summary of Benefits by Scheme

Benefit Type	Benefit Item	Benefits ('000s)		
		Oxney Road	Newark Road	Total
Mode Shift	Congestion Benefit	21.84	9.91	31.75
	Infrastructure Maintenance	0.12	0.06	0.18
	Accident	3.75	1.70	5.46
	Local Air Quality	0.53	0.24	0.77
	Noise	0.25	0.11	0.36
	Greenhouse Gases	1.78	0.81	2.59
Health	Reduced Risk of Premature Death	793.36	360.19	1,153.55
	Absenteeism	165.06	74.94	240.00
Journey Quality	Journey Ambience	17.40	33.77	35.51
Severance (Indicative Monetised Impact)	Reduced Community Severance Caused by Roads	948.70	Not assessed	948.70
Indirect Taxation	Indirect Taxation	-2.24	-1.02	-3.26
Total		1,950.43	480.66	2,431.09

The benefits over a 20-year appraisal period for the Oxney Road and Newark Road schemes are £1,950,430 and £480,660, respectively. Health (49%) and Severance (49%) form most of the benefits for the Oxney Road scheme, whereas Health (90%) accounts for nearly all the benefits for the Newark Road scheme alone.

Present Value of Costs

The Present Value of Costs (PVC) used within the economic assessment are based on initial base investment costs and Optimism Bias (OB) that have been rebased and discounted to 2010 prices and adjusted to market prices using AMAT. Inflation has not been applied to the scheme costs because the costs are to be incurred during the 2022 price year.

Real Cost Increase (inflation) has been applied to the Base Investment Costs for the Oxney Road scheme only for 2022 to 2023 using TAG Data Book May 2022 Annual GDP and BCIS General Civil Engineering Cost Index (2022) values. The inflation factor applied (1.061) has been calculated by dividing the BCIS inflation factor of 1.080 (8.0%) by the TAG GDP factor of 1.018 (1.8%).

The OB rate has been sourced from TAG Unit A1.2 Scheme Costs (May 2022) and uses the Stage 3 Road OB of 20% to reflect the final stage (FBC) that the Fengate Business Case is currently at.

The conversion to market prices is undertaken by applying a market price factor of 1.19 to the discounted costs.

Table 5 below shows the scheme costs used within the economic assessment.

Table 5: Economic Dimension Costs

Cost Type	Oxney Road Pedestrian Crossing	Newark Road Footway	Total
Base Investment Cost	£253,526	£203,237	£456,763
Base Cost with Real Cost Increases	£269,070	£203,237	£472,307
Base Cost with Real Cost Increases and Optimism Bias	£322,883	£243,885	£566,768
Rebased and Discounted to 2010, and Adjusted to Market Prices (PVC)	£187,560	£151,277	£338,837

Net Present Value and Benefit Cost Ratio

The Net Present Value (NPV) has been calculated by subtracting the PVC from the PVB.

The Benefit Cost Ratio (BCR) has been calculated by dividing the PVB by the PVC.

The BCR is used to determine the Value for Money category that each scheme falls within, as shown in Table 6 below. The Value for Money categories have been sourced from the Department for Transport Value for Money Framework: Moving Britain Ahead (2017) document.

Table 6: Value for Money Categories

Value for Money Category	Benefit Cost Ratio (BCR) Range
Very Poor	$BCR \leq 0.0$
Poor	$1.0 < BCR > 0.0$
Low	$1.5 < BCR \leq 1.0$
Medium	$2.0 < BCR \leq 1.5$
High	$4.0 < BCR \leq 2.0$
Very High	$BCR \geq 4.0$

The scheme should provide a BCR of at least 1.5 (Medium Value for Money) to be considered of good value for money. It should be noted that the CPCA state in its Local Assurance Framework (2021) that a scheme with a BCR less favourable than other alternatives but best delivers on a project's strategic objectives may be the best value way of delivering a project. However, it is for the CPCA Board to judge whether the achievement of the strategic objectives is worth the cost to the CPCA.

Table 7 overleaf provides the Analysis of Monetised Costs and Benefits (AMCB) Table.

Table 7: Analysis of Monetised Costs and Benefits Table

Benefit Item	Value (£'000s)		
	Oxney Road	Newark Road	Total
Noise	0.25	0.11	0.36
Local Air Quality	0.53	0.24	0.77
Greenhouse Gases	1.78	0.81	2.59
Journey Quality	1.74	33.77	35.51
Physical Activity (Health)	958.42	435.13	1,393.55
Accidents	3.75	1.70	5.46
Congestion Benefit	21.84	9.91	31.75
Infrastructure Maintenance	0.12	0.06	0.18
Indirect Taxation	-2.24	-1.02	-3.26
Present Value of Benefits (PVB)	1,001.72	480.66	1,482.38
Broad Transport Budget	187.56	151.28	338.84
Present Value of Costs (PVC)	187.56	151.28	338.84
Net Present Value (NPV)	814.17	329.38	1,143.55
Initial Benefit to Cost Ratio (BCR)	5.34	3.18	4.37

Severance is not currently considered as an Established Monetised Impact within TAG or the Value for Money Framework. However, it could be considered an Indicative Monetised Impact that when combined with the core benefits reported within the AMCB Table would demonstrate an indicative PVB.

Without severance impacts in the economic assessment of the Oxney Road scheme would provide a PVB of £1,001,720, NPV of £814,170, and a BCR of 5.34 which equates to Very High Value for Money. Including severance impacts increases the BCR from 5.34 to 10.39.

The Newark Road scheme provides a PVB of £480,660, NPV of £329,380, and a BCR of 3.18, which equates to High Value for Money.

Combining both schemes together (without severance) provide a PVB of £1,482,380, NPV of £1,143,550, and a BCR of 4.37, which equates to Very High Value for Money. Including severance impacts increases the overall BCR from 4.37 to 7.17.

Non-monetised Impacts

Impacts that have not been monetised for active travel include:

- Journey time savings for active users (Social and Economy)
- Security (Social)
- Personal Affordability (Social)
- Accessibility (Social).

The distributional impacts of security and personal affordability have been quantitatively assessed. Accessibility has not been assessed on the basis that the guidance within TAG Unit A4.2 focuses solely on public transport.

The following non-monetised environmental impacts have been considered in full within the Fengate FBC:

- Landscape
- Townscape
- Historic Environment
- Biodiversity
- Water Environment.

Security

Security impact appraisal is recommended for road users, public transport passengers or freight, or a combination of these as stated in TAG Unit A4.1 Social Impact Appraisal. Whilst there is no specific guidance for the security of active mode users, the process as outlined within TAG Unit A4.2 Distributional Impact Appraisal has been used. Indicators such as surveillance, lighting and visibility, and landscaping were noted during site visits and used to inform the appraisal.

The security distributional impact appraisal found that each scheme would not deliver any change in terms of security for older people, females, or young people.

Personal Affordability

Personal Affordability appraisal considers how the monetary costs of travel can be a major barrier to mobility for certain groups of people and their ability to access key destinations. The more deprived groups of society typically spend less money on travel, but the cost of travel will account for a greater proportion of their income. The most significant impacts of the costs of travel are on younger and older groups, and low-income households.

Figures 5 and 6 show the distribution of younger (0 to 15) and older (65 plus) age groups across Peterborough in relation to key services that would likely be used, respectively.

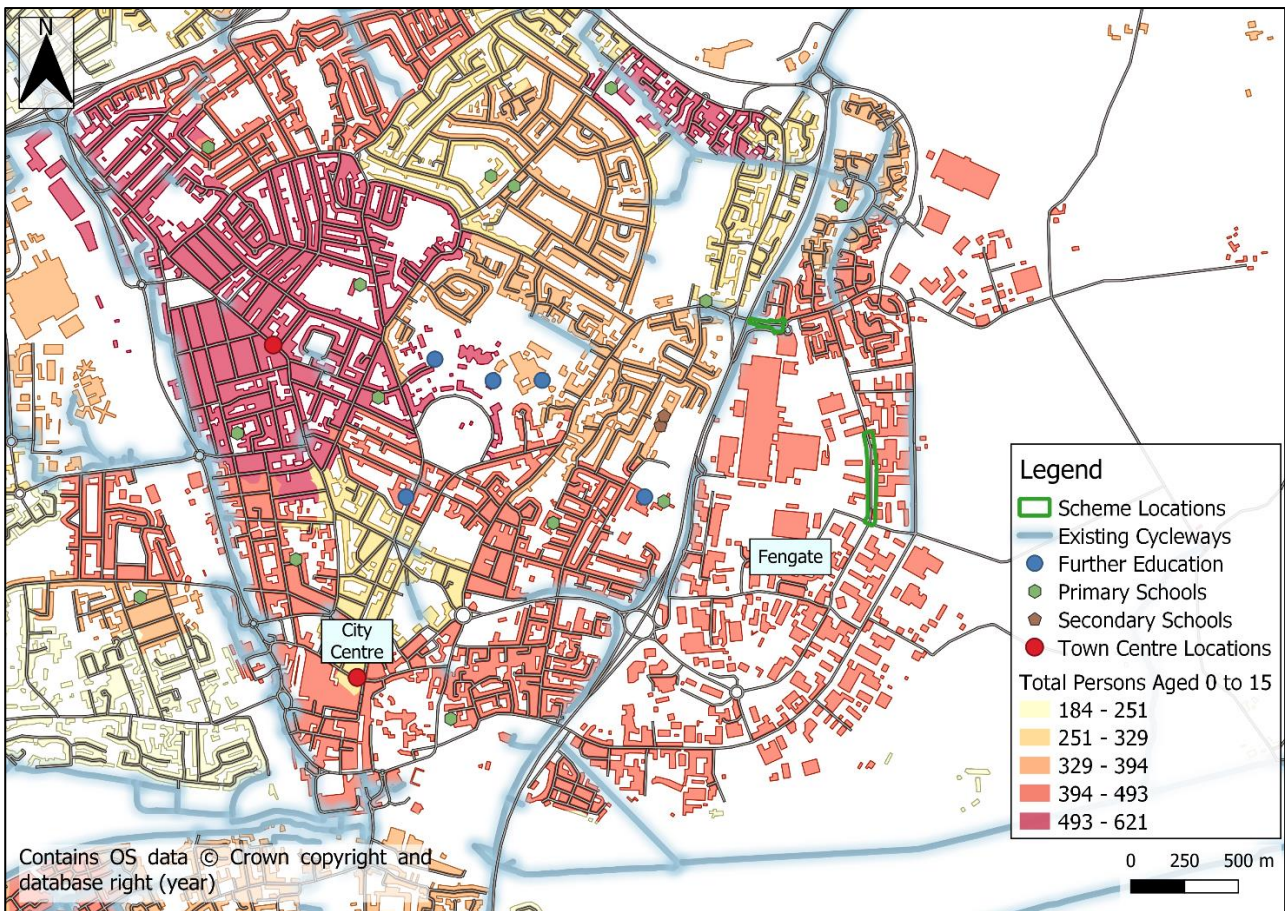


Figure 5: Number of Persons Aged 0 to 15 at LSOA Level across Peterborough in Relation to Key Services

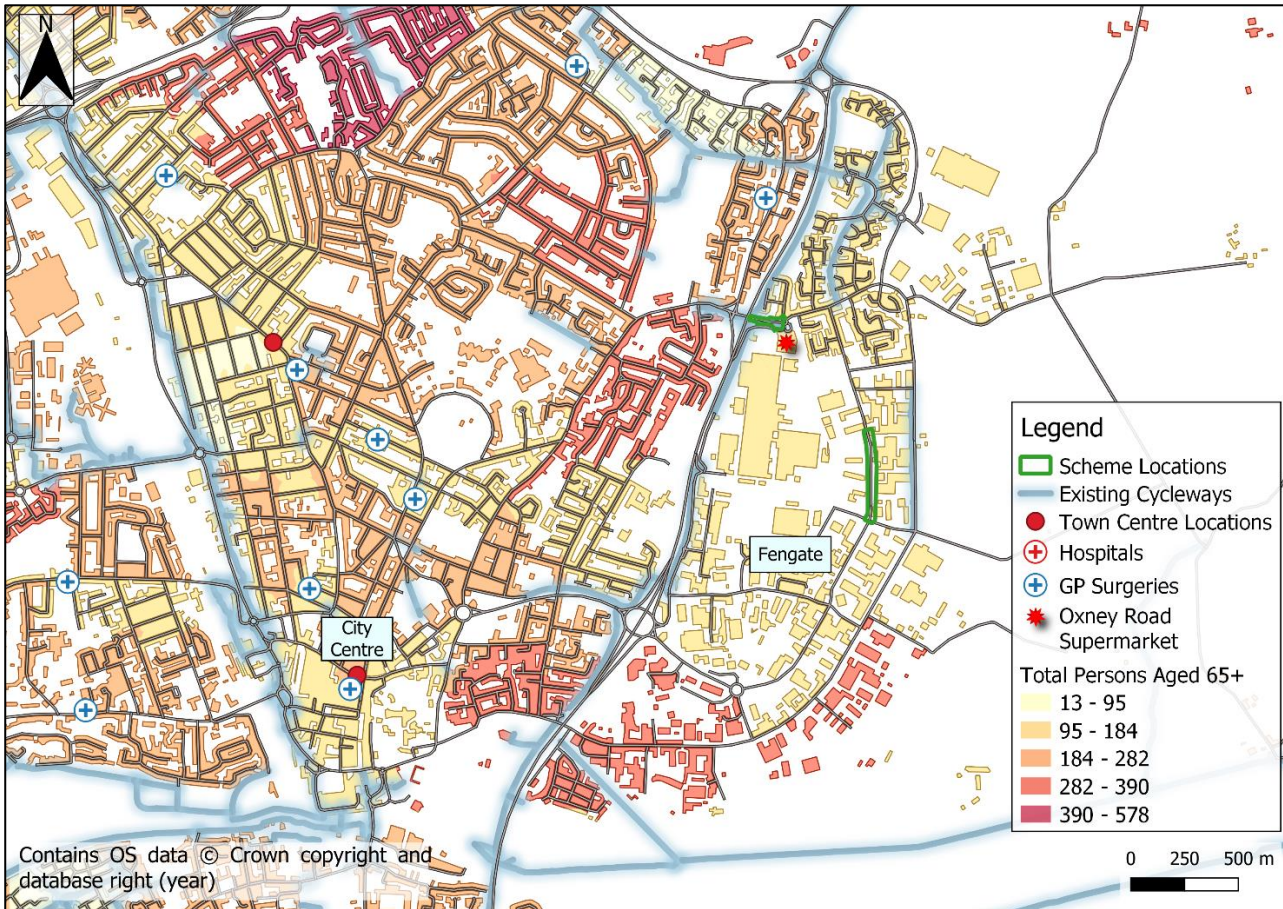


Figure 6: Number of Persons Aged 65+ at LSOA Level in Relation to Key Services

There is a particularly high number of persons aged 0 to 15 that live along Oxney Road and north-east of the nearest secondary schools that would be currently disadvantaged by the lack of a direct crossing point along Eastfield Road. Young people walking to school would have to wait for a gap in the traffic on Eastfield Road to cross or travel further west to find a suitable crossing and even then, they would have to cross the Eye Road Approach and Exit arms of the Eastfield Road / Eye Road Signalised Junction. Without the proposed crossing, it is expected younger people choosing to walk to school are currently experiencing increased journey times and therefore an increased cost of travel.

There is a significant number of persons aged 65 and above to the west of the Oxney Road Supermarket that would be currently disadvantaged by the lack of a direct crossing point along Eastfield Road. Whilst bus travel is free for senior citizens and there is a bus stop at the Oxney Road Supermarket, travelling by bus does not offer the same health benefits as those associated with active travel. The lack of a direct crossing point would increase journey times and the cost of travel for those wanting to walk.

Figure 7 shows the Income Deprivation Domain of the English Indices of Multiple Deprivation dataset for the study area.

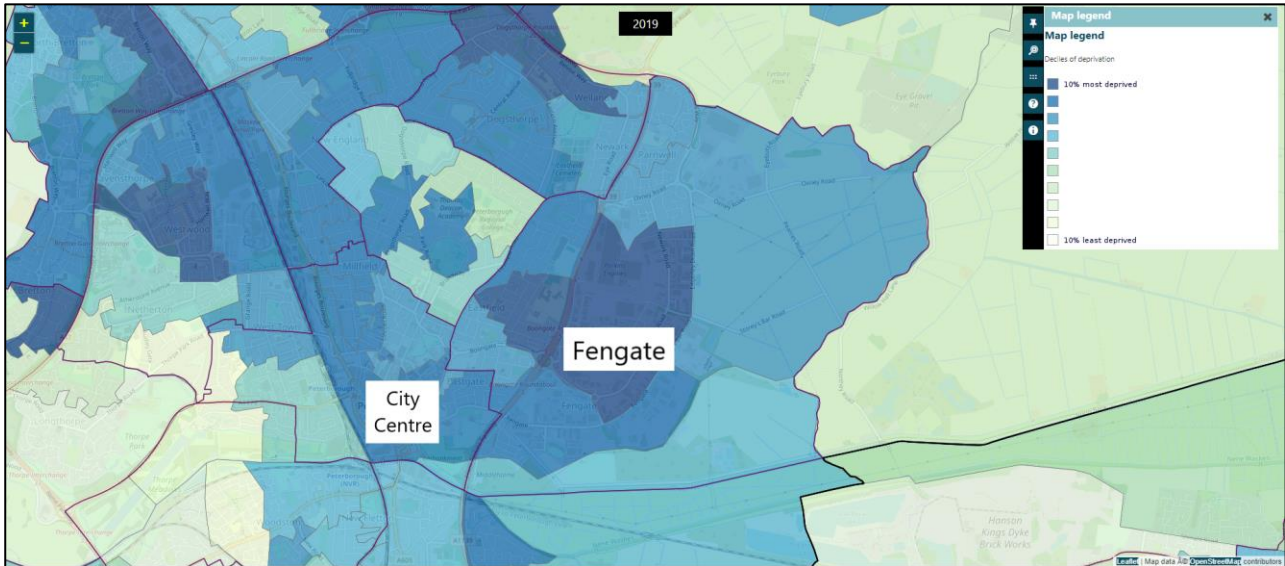


Figure 7: Income Deprivation Domain by LSOA

The LSOAs in and surrounding Fengate are in the top 30% most income deprived deciles for England. An improvement in the walking infrastructure of Fengate would help make walking to work or other local key services a more realistic alternative to car and bus travel for those in income deprived areas that are more greatly affected by the cost of travel for reaching work.

Fengate is a particularly car-dependent employment destination, as previously shown in Figures 2 to 4 of the Strategic Dimension, and the quality of the active travel infrastructure is of a lower quality compared to other areas of Peterborough.

The average car travel to work mode share for Fengate is 79%, whereas the whole of Peterborough is 61%. In contrast, Fengate has a low walking travel to work mode share of 3%, as shown in Figure 6. The whole of Peterborough has a walking mode share of 8%, which is almost triple of the mode share in Fengate. Without an improvement in active travel infrastructure, Fengate will remain a car dependent destination that is less accessible for those who cannot afford to travel by car.

Value for Money Statement

Delivering the Oxney Road Pedestrian Crossing and Newark Road Footway active travel schemes together will provide a PVB of £1,466,780 overall, with a BCR of 4.37 (Very High Value for Money) based on physical activity, journey quality, accidents, noise, local air quality, greenhouse gases, and congestion benefits. Including severance benefits increases the overall PVB to £2,415,600, with a BCR of 7.17.

The schemes are not expected to deliver any change in security impacts for vulnerable active travel users.

The removal of a barrier to travel along Eastfield Road and the provision of a new footway on Newark Road is expected to make walking a more realistic and affordable alternative to car travel to key services in and around Fengate. The schemes would also benefit nearby residential areas that are currently in the top 30% most income deprived deciles for England.

Financial Dimension

The Financial Dimension focuses on the affordability of the proposed schemes, funding arrangements, and technical accounting issues.

The scheme cost estimates for the Financial Dimension have been prepared in line with guidance set out in TAG Unit A1.2 Scheme Costs (May 2022).

The estimates have been costed based on a bill of quantities produced from the preliminary designs and a schedule of construction activities. These costs have been peer reviewed, and include:

- Detailed design costs and additional surveys where required
- Land acquisition and planning costs
- Ecology surveys, and specialist environmental advice
- Staff and legal fees, including local overheads and consultation costs
- Third party costs
- Construction costs, including mobilisation, supervision, and costs associated with statutory undertakers works
- Risk Allowance.

It should be noted that Optimism Bias is not applied within the Financial Dimension and is only for use within the Economic Dimension.

Project costs incurred to date have been omitted from the costs presented in this section as “sunk costs”, which is in line with TAG Unit A1.2.

The cost profile is based upon the milestone activities set out in the Management Dimension, and the dates used to calculate the scheme costs, including the application of inflation, are shown in Table 8.

Table 8: Milestone Activities

Timescale	Activity
August 2022	Present Active Travel Schemes Business Case Technical Note to CPCA
September 2022	CPCA Sponsors present papers to CPCA Board to request approval of funding. Raising Work Orders and mobilising works
October 2022 – December 2022	Newark Road scheme construction undertaken
January 2023 – March 2023	Oxney Road scheme construction undertaken
January 2023	CPCA Board to make funding decision for the main Fengate project. This was the original CPCA Board date for the Fengate active travel schemes.

Table 9 below shows the Financial Dimension Scheme Cost Estimates. The costs calculated for use within the Economic Assessment are presented in the Economic Dimension.

Table 9: Financial Dimension Scheme Cost Estimates

Description of Cost Type	Oxney Road	Newark Road
Base Investment Cost	253,526	203,237
Risk Adjusted Base Cost	275,960	252,387
Risk Adjusted Base Cost with Industry Inflation (Outturn Cost)	298,037	252,387

The Outturn cost represents the amount required to deliver the scheme, and is the amount requested for early release.

The schemes will be delivered within the same year as the cost estimates and therefore inflation has not been applied. Therefore, the outturn costs for Oxney Road Pedestrian Crossing and Newark Road Footpath are £298,037 and £252,387, respectively.

Budgets and Funding Cover

It is anticipated that the full combined Outturn Cost of £550,424 will be funded from the Transforming Cities Fund (TCF). The TCF is time limited and must be spent by 31st March 2024.

There are not known to be any financial constraints beyond the availability of funding from the TCF, which is currently considered adequate to cover the scheme costs.

Commercial Dimension

The Commercial Dimension serves to demonstrate that the Fengate active travel schemes can be reliably procured and implemented through existing channels whilst ensuring value for money in delivery of the scheme.

All phases to date and future phases of construction and site supervision will be delivered by Peterborough Highway Services (PHS). All skills and competencies to deliver this scheme are available within the PHS contract and its supply chain.

The scheme construction will be procured using a Target Cost payment mechanism. This incentivises both parties to work together to reduce cost through a pain / gain mechanism. To ensure that the procurement remains commercially competitive and offers value for money, all subcontract packages will be subject to competitive tendering.

Management Dimension

The Management Dimension demonstrates that the Council, through the PHS Framework, has the necessary experience and governance structure to successfully manage the delivery of the Fengate active travel schemes.

PHS has successfully delivered the following active travel schemes in recent years:

- Pop-up cycleways:
 - Between Midland Road and Bourges Boulevard along Thorpe Road on the eastbound carriageway. Installed during the first COVID-19 lockdown in 2020.
 - Along the southbound side of Priestgate. Designed in 2020 and installed in late 2021, the cycleway consisted of a cycle lane delineated by 'Rediweld One Piece Wand Orca' units. Cones were taken down in 2022.
 - Between St. Johns Street and Cattle Market Road along City Road. Designed in 2020 and installed in late 2021, the cycleway consisted of a cycle lane delineated by 'Rediweld One Piece Wand Orca' units. Cones were taken down in 2022.
 - Westbound between the Junction 39 roundabout and Cattle Market Road. Designed in 2020 and installed in late 2021, the cycleway consisted of a cycle lane delineated by 'Rediweld One Piece Wand Orca' units. Cones were taken down in 2022.

- In both directions along Broadway. Designed in 2020 and installed in late 2021, the cycleway consisted of a cycle lane delineated by 'Rediweld One Piece Wand Orca' units. Cones were taken down in 2022.
- Haddon Cycleway. Designed in 2021 and constructed in 2022, the scheme improved the footway / cycleway connection between Haddon Hill and Orton Goldhay.
- Toucan Crossings:
 - Bishop's Road toucan crossing upgraded in 2019 to allow for cycle use.
 - Oundle Road toucan crossing by Peterborough High School
 - Lincoln Road / Manor House Road crossing improved to a toucan crossing between 2021 and 2022.

To date, the delivery of the scheme has been managed by a Project Team, led by a PCC Project Manager. The Project Team consists of all the key project delivery partners and has been responsible for the daily running of the project. The Project Team includes key stakeholders such as the CPCA.

The existing PHS Project Board has overseen the continued development and delivery of the schemes to date by the Project Team and has made key decisions relating to the delivery of the project. The Project Board has been supported by technical specialists, with key stakeholders invited to attend as necessary.

Key project milestones for progressing to scheme delivery are outlined in Table 10.

Table 10: Key Project Milestones

Timescale	Activity
August 2022	Present Active Travel Schemes Business Case Technical Note to CPCA
September 2022	CPCA Sponsors present papers to CPCA Board to request approval of funding. Raising Work Orders and mobilising works
October 2022 – December 2022	Newark Road scheme construction undertaken
January 2023 – March 2023	Oxney Road scheme construction undertaken
January 2023	CPCA Board to make funding decision for the main Fengate project. This was the original CPCA Board date for the Fengate active travel schemes.
March 2024	One-year post-scheme monitoring undertaken
March 2028	Five-year post-scheme monitoring undertaken

Stakeholder engagement was undertaken by the Project Team following approval of the SOC and were in line with the timings of the Public Consultation (February 2021 – March 2021). All stakeholders were consulted via email or letter for comments on the Preferred Scheme of the Fengate Access Study prior to the completion of Detailed Design.

Communication with stakeholders was maintained throughout the project and feedback from stakeholders largely centred on the environment, biodiversity, and sustainable travel elements of the Fengate Access Study preferred scheme. All feedback has been incorporated into the Detailed Design where appropriate.

A construction Risk Register for each scheme has been produced and can be provided upon request. The Risk Register is a live document and will be regularly updated throughout the ten-week construction period.

The schemes will be monitored and evaluated in line with the CPCA Assurance Framework and DfT guidance. The monitoring and evaluation will include a range of qualitative and quantitative data collection methods that will be undertaken one year and five years post scheme completion.

Outputs from the monitoring and evaluation stage will be summarised within a Scheme Evaluation Report to determine whether the schemes have been delivered as planned and justify the investment. Where outcomes differ from what is expected, data collected during the monitoring and evaluation phases will be used to form an evidence base that will assist in understanding the reasons for this and any lessons that can be learnt.



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Agenda No: 4.6

Peterborough Junction 3

To: Cambridgeshire and Peterborough Combined Authority Board

Meeting Date: 19 October 2022

Public report: Yes

Lead Member: Mayor Dr Nik Johnson

From: Tim Bellamy, Interim Head of Transport

Key decision: Yes

Forward Plan ref: KD2022/044

Recommendations: The Combined Authority Board is recommended to:

- a) Note progress towards the A1260 Junction 32/3 Full Business Case (FBC).
- b) Approve the drawdown of £518,988 to accelerate the active travel element of the scheme.
- c) Delegate authority to the Interim Head of Transport in consultation with the Chief Finance Officer and Monitoring Officer to enter into Grant Funding Agreements with Peterborough City Council.
- d) Reprofile the project's remaining Subject to Approval budget from 2022/23 to 2023/24 reflecting the revised delivery timescales.

Voting arrangements:

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

1 Purpose

1.1 This report summarises the progress towards the A1260 Junction 32/3 Full Business Case (FBC) and recommends the drawdown of £518,988 to accelerate the active travel elements of the scheme. Peterborough City Council (PCC) and the Combined Authority have been considering opportunities to accelerate scheme delivery as the scheme is funded by the Transforming Cities Fund (TCF).

2 Background

2.1 Junction 3 is a large, grade separated junction between two of Peterborough's busiest strategic roads. The junction is a crucial cornerstone of the Parkway Network, connecting the A1139 Fletton Parkway and A1260 Nene Parkway, thus providing the majority of access to south-west Peterborough. The junction is used by trips from across the Peterborough area, and experiences significant peak hour congestion, on the A1260 Nene Parkway and the A1260 The Serpentine approaches. Because of its strategic location, the junction is critical to Peterborough's growth aspirations. It is heavily used by trips in the southwest of Peterborough, as it accommodates eastbound, westbound, and northbound trips. A large number of facilities, businesses, and residences are also accessed by the southern arm.

2.2 In July 2020 the Strategic Outline Business Case (SOBC) was tabled at the Combined Authority Board that identified issues and sifted possible solutions. This resulted in a number of complimentary proposed options. At this Board £500,000 was approved to progress the study to FBC stage.

2.3 The A1260 FBC is due to be submitted in December 2022 on time and budget. The Outline Business Case was approved at Combined Authority Board in August 2020 and demonstrated the scheme offer high value for money with a BCR of 3.251. This is expected to increase at FBC as active travel benefits have been captured and the scheme has been value engineered.

2.4 Early request to release £518,988 to accelerate the construction funding of two of the active travel schemes which form part of the project ahead of the main highway works which are scheduled to commence in April 2023 (subject to Combined Authority Board approval planned in January 2023).

2.5 The schemes identified for accelerated delivery are:

- Malborne Way Footpath (completes the missing link along an existing route);
and
- Shrewsbury Avenue Cycleway (new cycle way and resurfacing of existing route).

2.6 PCC and the Combined Authority have been considering opportunities to accelerate scheme delivery as the scheme is funded by the TCF. The TCF is time limited and must be spent by 31st March 2024.

2.7 Including the Junction 3 project, there is approximately £17m of TCF funded transport schemes to deliver in the 2023/24 financial year in Peterborough. Bringing forward some of the active travel schemes for delivery into the third and fourth quarters of the 2022/23 financial year will reduce the pressure on the wider construction programme, and specifically reduce the risk to funding availability caused by any programme delays.

- 2.8 A FBC is currently being produced and will be submitted in December ahead of the January CA Board. However, a value for money assessment has been undertaken for the two active travel schemes to demonstrate that they offer value for money ahead of the wider FBC submission.
- 2.9 In summary, the active travel schemes offer very high value for money, and there is a strong case for early investment.

3 Reprofiting

- 3.1 The current subject to approval budget in the MTFP for construction stage of the project is £6.37 million. Therefore, if some of the active travel elements of the scheme are approved as part of this paper, this leaves £5.85 million subject to approval for the rest of the scheme. As this will not be spent in the current year as originally forecast the Board are asked to approve the reprofiling of the £5.85m remaining budget into 2023/24.
- 3.2 The reprofiling is the result of project delay. The FBC is now forecast to go to January CA Board for funding approval and construction is forecasted to begin in March 2023, with project completion forecast by March 2024.

4 Financial Implications

- 4.1 The drawdown and reprofiling of the budget does not change the overall budget for the delivery of the scheme, so there are no significant financial implications beyond those set out in section 3.

5 Legal Implications

- 5.1 This report, including the detail set out in the appendix, will assist the board to monitor the financial position of projects, with a view to meeting the Authority's legal obligation to deliver a balanced budget.

6 Public Health Implications

- 6.1 The A1260 Junction 32/3 seeks to encourage active travel by improving the footpath and cycle ways in the area. Increasing those walking and cycling as the subsequent health and wellbeing benefits of exercise. Therefore, the delivery of the scheme will have a positive implication for public health.

7 Environmental and Climate Change Implications

- 7.1 The delivery of the scheme will have a positive implication on environment and climate change by encouraging active travel in the area and therefore reducing existing and future year peak hour congestion and delay. Without an improvement in active travel infrastructure, they study area will remain a car dependent destination with untapped potential for walking and cycling.

8 Other Significant Implications

8.1 None.

9 Appendices

9.1 Appendix 1 – Fengate Active Travel Early Release Technical Note.

10 Background Papers

10.1 [Combined Authority Board reports 5 August 2020](#)

Technical Note

Description: Junction 3 Active Travel Early Funding Release **To:** Nathan Bunting, Emma White

Reference: **From:** Ross Percy-Jones

Date: 23/08/2022 **cc:** Lewis Banks, Richard Jones, Tamara Lanoix, Sally Savage

Introduction

Peterborough City Council (PCC) is requesting the early release of part of the construction funding for the Junction 3 Improvement Scheme from the Cambridgeshire and Peterborough Combined Authority (CPCA).

This is to accelerate the construction of two active travel schemes, which form part of the Junction 3 project, ahead of the main highways works which are scheduled to commence in Spring 2023 (subject to CPCA Board approval in January 2023). The schemes identified for accelerated delivery are:

- Malborne Way Footpath
- Shrewsbury Avenue Cycleway.

Peterborough City Council and the CPCA have been considering opportunities to accelerate scheme delivery as the scheme is funded by the Transforming Cities Fund (TCF). The TCF is time limited and must be spent by 31st March 2024.

Including the Junction 3 project, there is approximately £17m of TCF funded transport infrastructure to deliver in the 2023 / 2024 financial year in Peterborough. Bringing forward some of the active travel schemes for delivery into the third and fourth quarters of the 2022 / 2023 financial year will reduce the pressure on the wider construction programme, and specifically reduce the risk to funding availability caused by any programme delays.

A Full Business Case (FBC) is required for the approval of construction funding by the CPCA Board. The Junction 3 Improvement Scheme FBC is due to be submitted in December 2022, ahead of the January 2023 Board meeting. This technical note provides a summary of the business case dimensions in relation to the two active travel schemes introduced above and demonstrates that the schemes offer very high value for money, and there is a strong strategic case for investment as well as the necessary measures in place to successfully deliver the schemes.

As stated in the Department for Transport (DfT) Cycle Infrastructure Design Local Transport Note 1/20 (LTN 1/20), funding for local highways investment where the main element is not cycling or walking will be provided where schemes deliver or improve cycling infrastructure to the standards in LTN 1/20.

Schemes

The Junction 3 active travel schemes are designed and are ready to be delivered.

The Malborne Way Footpath scheme, which completes a missing link along an existing route, consists of the following:

- 1.6m wide dropped crossing over the Saltmarsh approach to the Malborne Way / Saltmarsh priority junction
- 2.5m wide footway for 220m between the Malborne Way / Saltmarsh priority junction in the north and the footpath ramp adjacent to the Lime Academy Orton access junction.
- 1.2m wide dropped crossing over the Lime Academy Orton access junction.

The Shrewsbury Avenue Cycleway scheme consists of the following:

- A 3.5m wide cycleway for 450m from the southernmost point of Shrewsbury Avenue to the south-west corner of Stillwells Nature Reserve.
- Resurfacing to make the existing route more attractive, comfortable, and safer.

The scheme drawings for each scheme are available upon request.

Figure 1 overleaf shows the location of the schemes in the Junction 3 study area, which is situated between the Ortons and Hampton areas in the south of Peterborough.

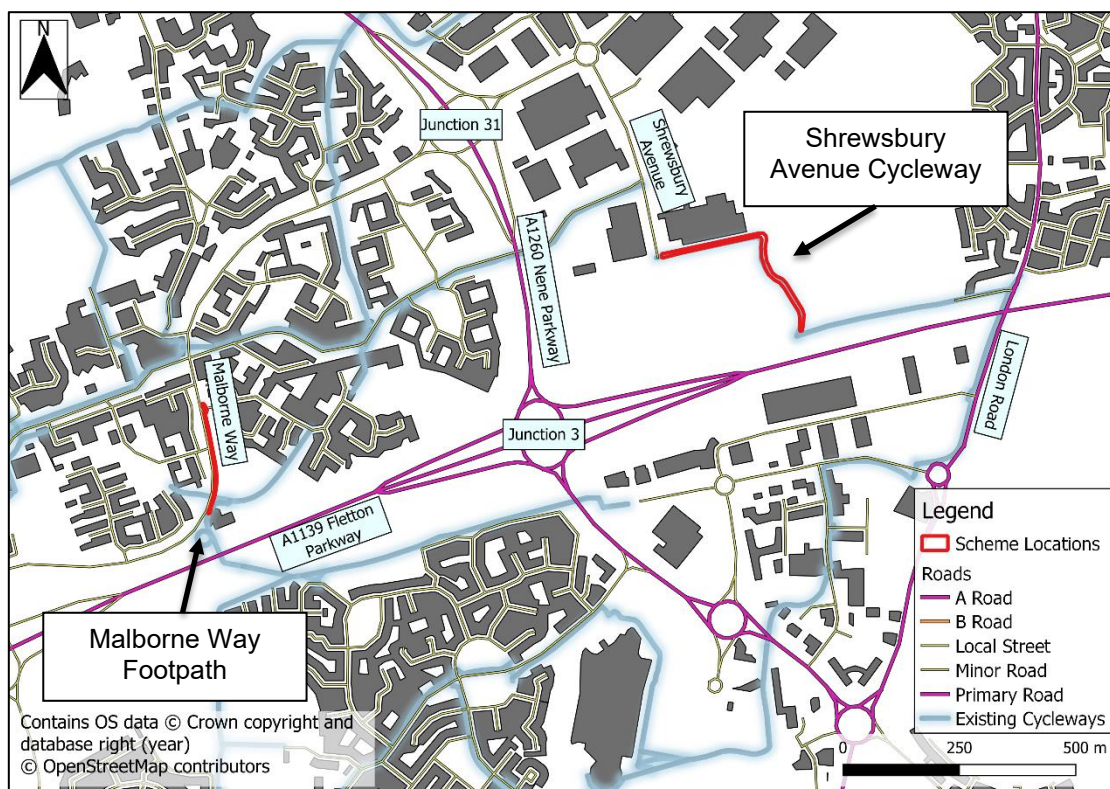


Figure 1: Junction 3 Active Travel Scheme Locations

Strategic Dimension

The Strategic Dimension considers the policy context in which the schemes have been developed. As well as policy, the need for intervention is explained, which includes the requirement to overcome the peak hour congestion and delay that compromises local growth aspirations.

Policy Context

A policy review of the following, in conjunction with a review of existing and future issues, has been undertaken as part of the Junction 3 FBC to identify scheme objectives:

- National:
 - Department for Transport Single Departmental Plan (June 2019)
 - Department for Transport Gear Change: One Year On (November 2020)
 - Department for Transport Cycle Infrastructure Design Local Transport Note 1/20 (LTN 1/20) (July 2020)
 - The Environment Act 2021
- Regional:
 - Combined Authority Annual Report & Business Plan 2021 / 22
 - Cambridgeshire and Peterborough Independent Economic Review (CPIER) (September 2018)
 - Mayor's Growth Ambition Strategy
 - Cambridgeshire and Peterborough Local Industrial Strategy (June 2019)
 - Cambridgeshire and Peterborough Combined Authority Local Transport Plan (January 2020)
 - Forthcoming Cambridgeshire and Peterborough Combined Authority Local Transport and Connectivity Plan
 - Natural Cambridgeshire Doubling Nature Vision
 - Cambridgeshire and Peterborough Independent Commission on Climate – Fairness, Nature and Communities: Addressing Climate Change in Cambridgeshire and Peterborough (October 2021)
- Local:
 - Peterborough City Council Strategic Priorities
 - Peterborough City Council Local Plan (July 2019)
 - Peterborough City Council – Trees and Woodland Strategy (2018)

Existing and Future Conditions

Evidence of existing and future conditions demonstrates the following issues that need to be overcome for growth to be realised:

- Extensive peak hour queues on the A1260 Nene Parkway
- Peak hour queueing on the A1260 The Serpentine
- High accident rate, particularly rear end shunts
- Poor pedestrian / cycle facilities and connectivity.

Pedestrian and cycle facilities within the immediate vicinity of Junction 3 are primarily situated to the south of Junction 3, with pathways and an underpass connecting the residential area of Hampton Hargate to the business park area along Phorpres Way (east of the A1260 The Serpentine).

A non-motorised user (NMU) audit was conducted as part of the Junction 3 FBC to inform active travel scheme designs. The audit included a review of the quality of the walking and cycling facilities present at Junction 3 and the wider study area and identified any improvements that could be made alongside construction of the Junction 3 highway scheme. During the audit the following points were considered:

- Quality of the pedestrian / cycle footpaths
- Location of crossing points and the ease of crossing
- Extent of street lighting
- Perceived safety of the underpass.

Wider pedestrian and cycle facilities within the study area, such as the Malborne Way and Shrewsbury Avenue schemes, would help facilitate north-south active user trips across the A1139 Fletton Parkway.

It is expected that providing improved active travel infrastructure will encourage residents to travel by foot or bicycle instead of by car, and therefore help reduce existing and future year peak hour congestion and delay.

Local employment areas to the north, south, and east of Junctions 31 and 3 are particularly car-dependent, as shown in Figure 2 below. However, car availability for residents is lower in the Ortons and Hampton, where the schemes are located, than other areas of Peterborough as shown in Figure 3 overleaf. Improving the quality of strategic active travel corridors such as Malborne Way and the Shrewsbury Avenue Cycleway is expected to reduce the need to travel by car to local employment sites and increase the appeal of active travel.

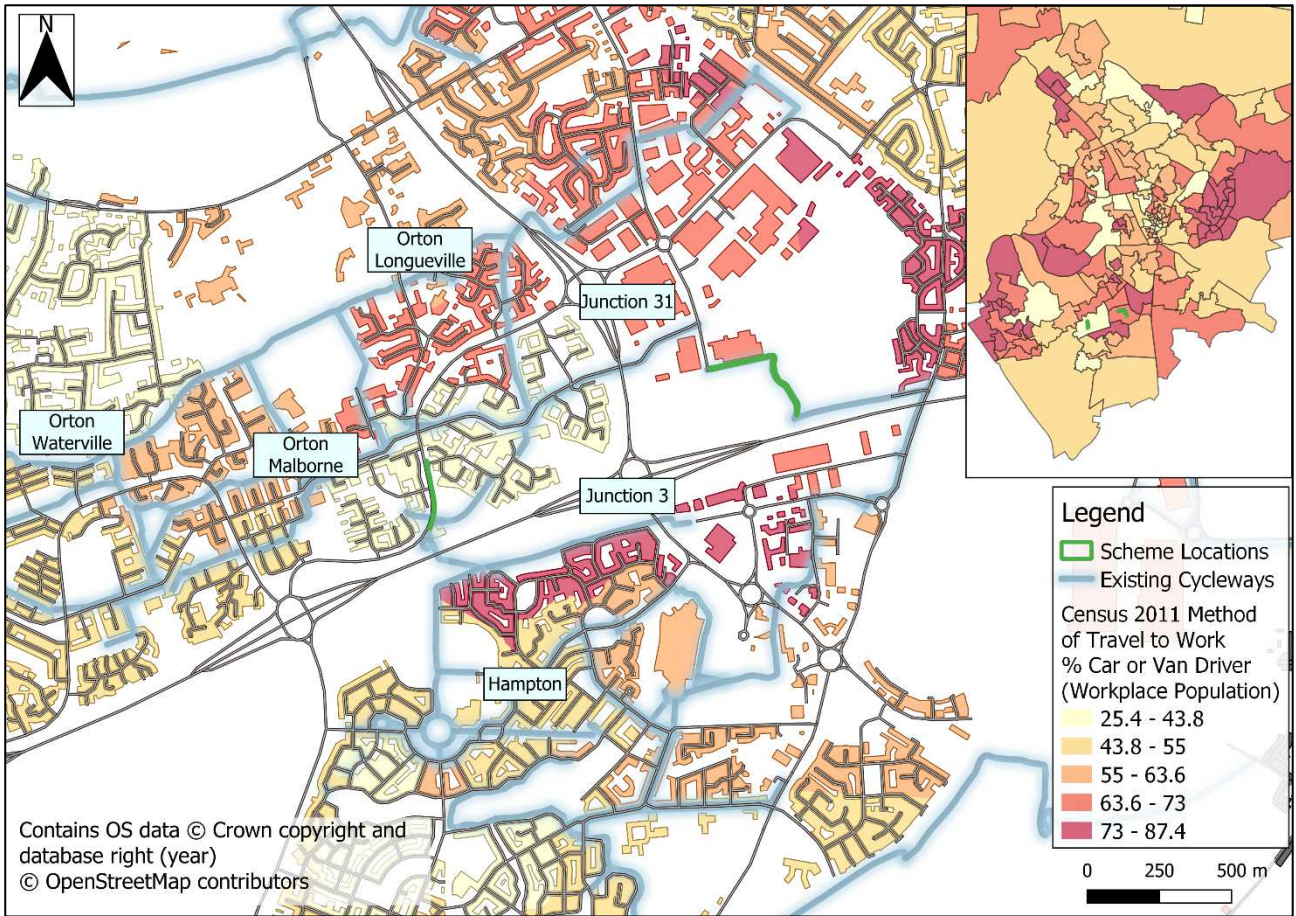


Figure 2: Census 2011 Method of Travel to Work – Percentage Car or Van Driver within Workplace Population

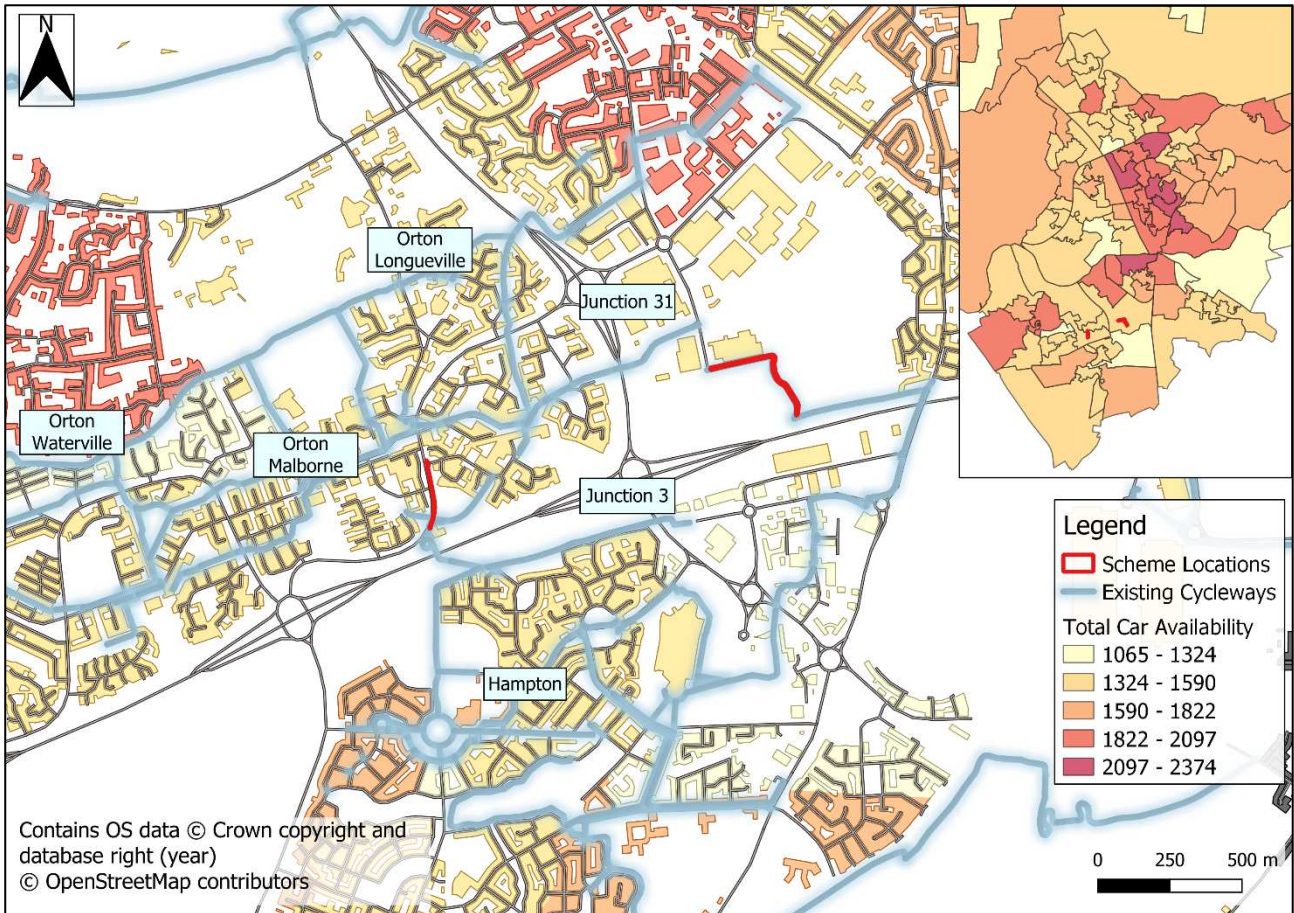


Figure 3: Census 2011 Total Car Availability by LSOA

The average car travel to work mode share for the Ortons and Hampton is 62%, whereas the whole of Peterborough is 61%. Whilst local car driver levels to workplaces are representative of overall Peterborough levels and local car availability is lower than the rest of the city, there is still potential to reduce car driver trips from local residential areas and increase the number of walking and cycling commuter trips.

Figure 4 shows the ratio of the local propensity to cycle under the Government Target Equality scenario of the Propensity to Cycle Tool (PCT) to Census 2011 cycle commuting levels.

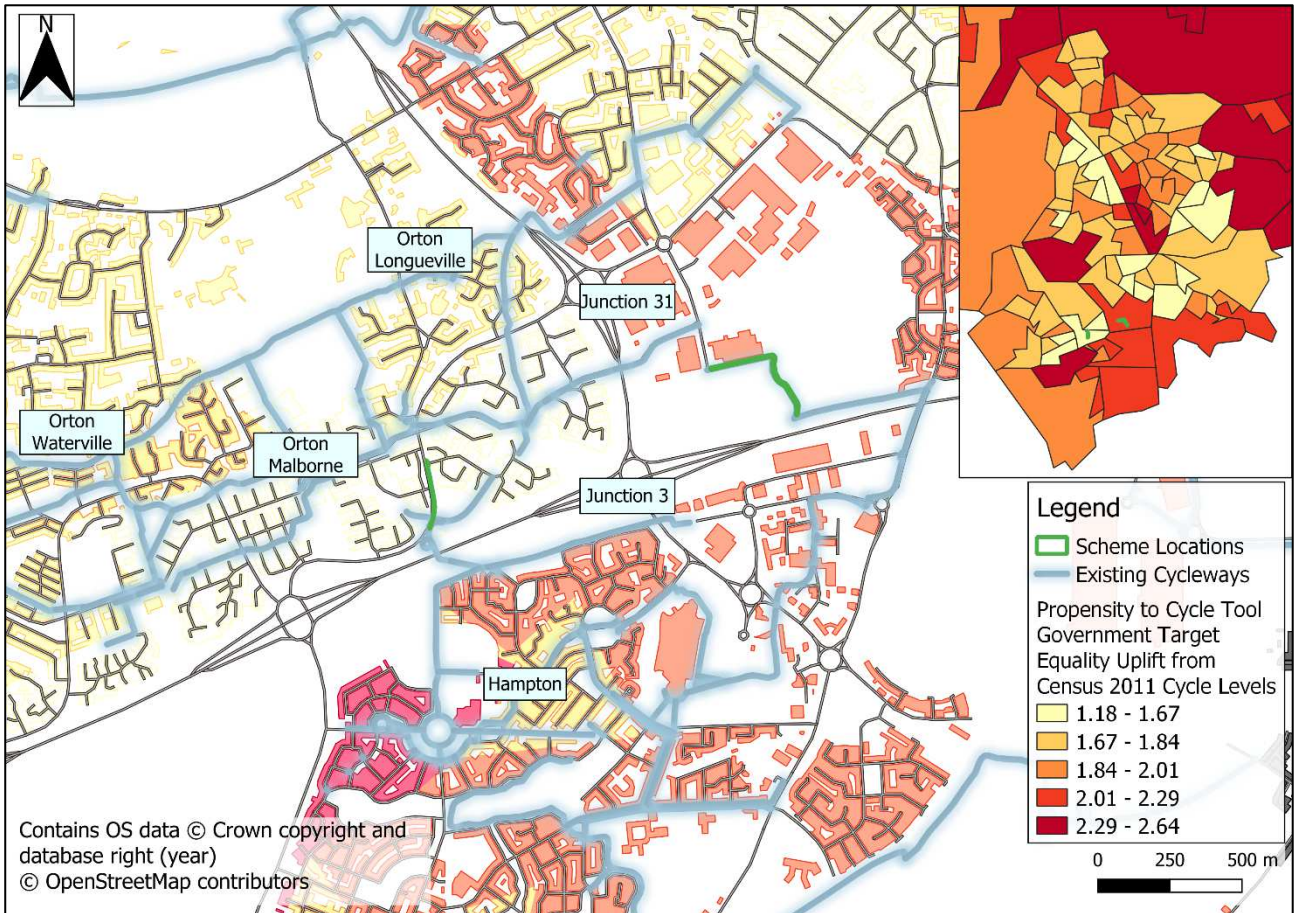


Figure 4: Ratio of Propensity to Cycle Tool Government Target Equality to Census 2011 Cycle Commuting Trips

There is the potential to uplift cycling from Census 2011 levels as follows:

- In the Ortons to the west of Junction 31 by a factor of between 1.18 and 1.67
- In Hampton by a minimum factor of 1.67 and a maximum factor of 2.64
- In the Ortons to the east of Junction 41 by a factor of between 2.01 and 2.29.

The Census 2011 Method of Travel to Work data has also been analysed to identify the number of car driver trips that are undertaken within a walkable distance through the study area and could feasibly use the routes that would be improved as shown in Figure 5 overleaf.

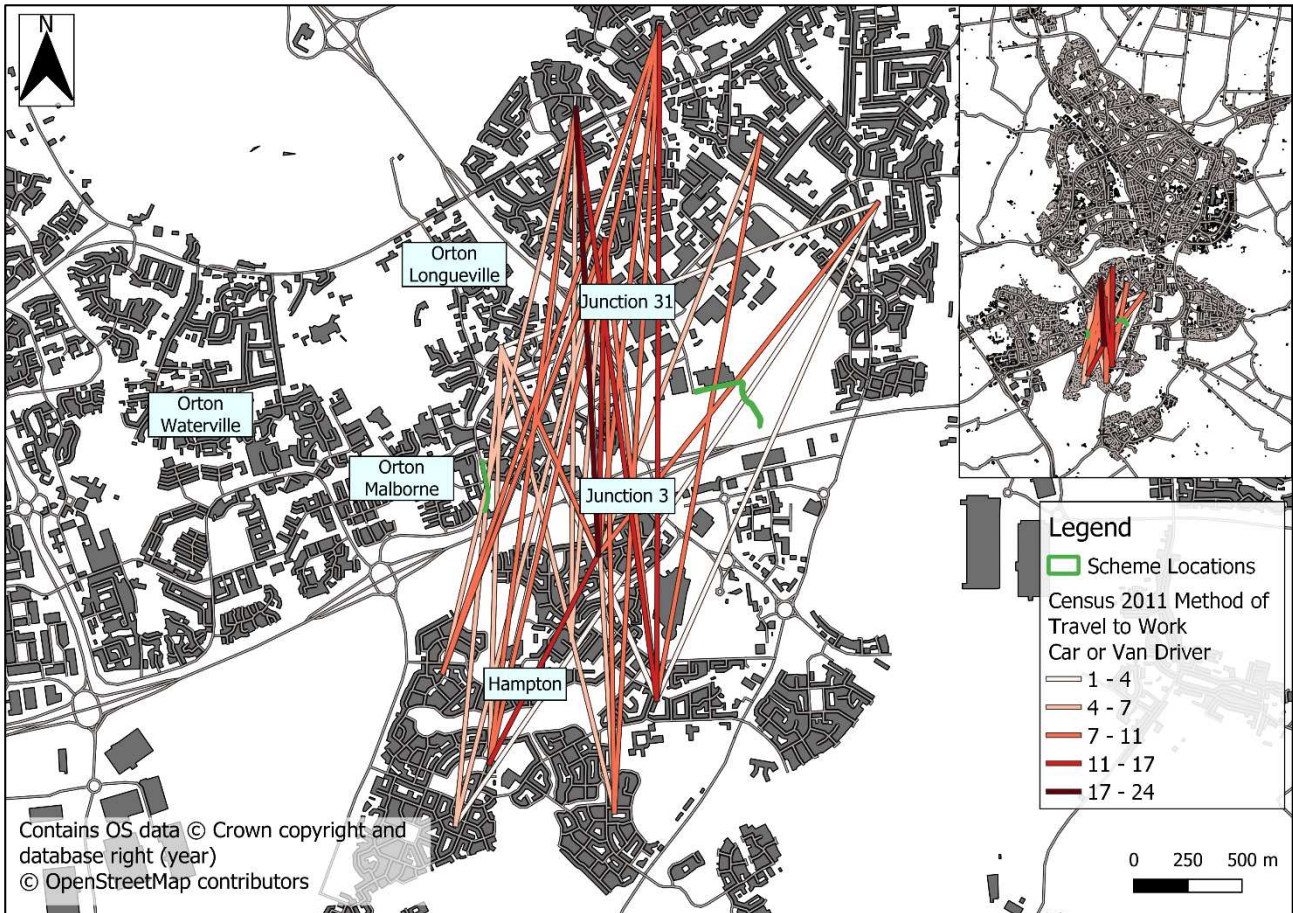


Figure 5: Census 2011 Method of Travel to Work - Car or Van Driver Trips Undertaken Over a Walkable Distance

There are 353 daily car or van driver home to work trips in 2011 that are undertaken within a walkable distance through the study area. If 10% of these car or van trips shifted to walking, the number of local home to work walking trips would increase to about 94 from 59 which equates to a ratio of 1.60. If 25% of these car or van trips shifted to walking, the number of local home to work walking trips would increase to about 147 which equates to a ratio of 2.50.

Without an improvement in active travel infrastructure, the study area will remain a car-dependent destination with untapped potential for walking and cycling.

Local Growth Aspirations

Peterborough is forecast to experience significant employment and population growth over the next few decades, reflecting a continuation of past trends. The Peterborough Local Plan (adopted July 2019) sets out the overall vision, priorities and objectives for Peterborough for the period up to 2036. The updated strategy identifies the required delivery of 19,440 new homes and 17,600 new jobs by 2036. This level of growth will in turn further strengthen the City's economy, contribute to regional growth, and increase the demand for travel on the local network.

Peterborough strives to become a ‘destination of choice’, to be continually recognised as a regional centre and economic partner with Cambridge. With the attractiveness of the City set to increase as a place to live, work and travel, this in turn creates pressure in relation to housing and employment growth, which in turn increases the strain on the transport infrastructure. Improving the transport infrastructure to enable Peterborough’s strong history of growth to continue is the main internal driver for change at Junction 3.

The Local Transport Plan identifies Junction 3 as a key scheme for introducing infrastructure requirements that are needed to address existing capacity constraints on the network and those that are required to cater for the travel demand arising from the growth ambitions of the City.

Junction 3, London Road, and the A1139 Fletton Parkway footbridge are gateways to a large residential and employment area known as Hampton. The Hampton Township has been developed over the past 25 years and is identified for a significant proportion of residential and employment growth in the Local Plan for the next 15 years.

Table 1 shows the developments by land use that are proposed for the Hampton area, respectively.

Table 1: Development in the Hampton Area

Site Name	Residential Units	Employment (GFA m ²)	Retail (GFA m ²)	Leisure (GFA m ²)	Jobs
British Sugar Offices	-	6,922	-	-	590
Serpentine Green Extension	-	-	12,335	11,866	257
Great Haddon (Core + Employment)	5,350	324,500	11,500	-	10,686
Alwalton Gateway	-	17,200	-	-	2,250
Hampton Heights	350	-	-	-	-
Hampton Leys	1,700	-	-	-	-

Local residential and employment growth will be compromised if no changes are made to existing congestion and delay. An increase in local active travel within the Junction 3 study area and a reduction in car travel will alleviate congestion and delay.

The October 2021 Cambridgeshire and Peterborough Independent Commission on Climate report recommends a reduction in car miles driven by 15% to 2030 relative to baseline levels to help the region mitigate and adapt to the impacts of climate change. The schemes will provide quality active travel infrastructure that would encourage walking and cycling as a more sustainable alternative to car travel.

Scheme Objectives

The project scope is to construct schemes within the Junction 3 study area that achieve each of the primary objectives of the Junction 3 FBC.

The primary scheme objectives, as outlined in the Junction 3 FBC, are as follows:

- Tackle congestion and improve journey time reliability
- Support Peterborough's Growth Agenda
- Create wider economic benefits
- Protect and improve the biodiversity value within the study area
- Reduce dependence on car travel and increase travel by healthier, more sustainable modes.

The secondary scheme objectives, as outlined in the Junction 3 FBC, are as follows:

- Positively impact traffic conditions on the wider network
- Improve road safety.

The Junction 3 FBC schemes were developed and shortlisted against the scheme objectives using the DfT's Early Assessment and Sifting Tool (EAST) assessment. An option development workshop was held on 4th December 2018 and attended by representatives from various disciplines within Peterborough Highway Services (PHS). The workshop used EAST to review existing and future issues at Junction 3 and the surrounding network.

As stated in the Department for Transport (DfT) Cycle Infrastructure Design Local Transport Note 1/20 (LTN 1/20), funding for local highways investment where the main element is not cycling or walking will be provided where schemes deliver or improve cycling infrastructure to the standards in LTN 1/20.

The Benefits Realisation Plan for the Junction 3 FBC will measure the success of the schemes against the scheme objectives.

Key Risks

A project Risk Register is available as part of the Junction 3 FBC that identifies each of the key risks and mitigation measures. The Risk Register is a live document, which is managed by PCC and is reviewed regularly by the CPCA in monthly Project Board meetings.

A construction Risk Register for each scheme has been produced and is available upon request. The Risk Register is a live document and will be regularly updated throughout the ten-week construction period.

Economic Dimension

The Economic Dimension provides evidence of how the proposed improvements are predicted to perform in relation to the stated objectives, identified problems, and targeted outcomes. The Economic Dimension determines whether the proposed improvements are likely to provide good value for money, with benefits outweighing its costs.

This section sets out the approach taken to initially assess the Economic Dimension for the Junction 3 Active Travel schemes and demonstrates that the proposed schemes would offer Very High Value for Money.

The scheme appraisal in this report focuses on the impacts that can be monetised and these include:

- Mode Shift
- Health
- Journey Quality.

A full appraisal of other economic, environmental, social and distributional impacts that cannot be monetised will be assessed quantitatively and qualitatively within the FBC going to the CPCA January Board.

Present Value of Benefits

The active travel Present Value of Benefits (PVB) of each scheme has been assessed using the Active Mode Appraisal Toolkit (AMAT).

AMAT requires the following intervention-specific details for calculating active travel benefits:

- Appraisal year – 2022
- Intervention opening year – 2023
- Final year of funding – 2023
- Appraisal period – 20 years
- Area type – Other Urban
- Number of daily walking and / or cycling trips without the proposed intervention
- Number of daily walking and / or cycling trips with the proposed intervention
- Percentage of an average walking or cycling trip that will use the intervention
- Current walking and cycling infrastructure for the route
- Proposed walking and cycling infrastructure for the route.

The number of walking and cycling trips without the proposed interventions have been sourced from Strava Metro, Census 2011 Method of Travel to Work, Vivacity AI sensors, and historic Automatic Traffic Counts (ATC).

It was estimated in the Strategic Dimension that there is a potential for walking commuter trips to increase by a factor of 1.600 if 10% of short distance car or van driver trips that could use the proposed infrastructure made the switch to walking. However, the Transport for Quality of Life Overview of Evidence on Increasing Active Travel report (September 2019) identified that improvements to network and flagship routes could generate 18% new walking / cycling trips after only one year, which equates to an uplift factor of 1.180.

A separate exercise has been undertaken to estimate the potential uplift in walking trips from improving walking connectivity in an area such as Fengate where there is low footpath provision to match the level of provision along Shrewsbury Avenue in Orton Longueville. This was achieved by calculating the ratio of walking mode share along Shrewsbury Avenue to the walking mode share in Fengate. Shrewsbury Avenue was found to have a travel to work by walking mode share of 5.33%, whereas Fengate had a mode share of 4.45%. The uplift factor for walking would therefore be 1.198, which is similar to the new trip generation factor observed in the Transport for Quality of Life report.

An uplift factor of 1.198 has therefore been used as the core assumption to provide a conservative estimate of the number of walking trips with the proposed interventions.

A sensitivity test has also been undertaken that assesses the impact of using the Strategic Dimension uplift factor of 1.600.

The number of cycling trips with the proposed improvements to the Shrewsbury Avenue Cycleway has been calculated by:

- Identifying the PCT Government Target (Equality) Ratio (Scenario / Baseline) for the existing route at the scheme location
- Applying the ratio as an uplift factor to the number of cycling trips without the proposed intervention

Government Target (Equality) is the most conservative of all PCT scenarios and is representative of the Department for Transport's Cycling Delivery Plan (October 2014) target of doubling cycling from 2013 levels nationally. Nearly all PCT scenarios are calculated using a function based on trip distance and hilliness. Not all areas experience the same trip distances and hilliness, and this therefore results in increases that can be below or above a doubling of cycling nationally.

PCT is a measure of cycling potential and not an exact estimate of the impact of a specific scheme or intervention. However, a site visit to the Shrewsbury Avenue Cycleway has shown that the scheme is integral to delivering a better-connected network that improves safety and journey quality for cycling. Without any infrastructure improvements, the study area would not be appropriate for increased cycling.

TEMPro v8.0 Core Scenario 2019 to 2023 walk and cycle growth factors for Peterborough have been applied to the average weekday trips for all scenarios.

Table 2 overleaf shows the number of walking and cycling trips by scenario for each scheme.

Table 2: Do Nothing and Do Something Daily Walking Trips by Scheme

Scheme	Daily Walking Trips			Daily Cycling Trips		
	Without Scheme (2023)	With Scheme – Core (2023)	With Scheme – Sensitivity Test (2023)	Without Scheme (2023)	With Scheme – Core (2023)	With Scheme – Sensitivity Test (2023)
Shrewsbury Avenue Cycleway	156	186	249	159	266	
Malborne Way Footpath	233	280	376			

Table 4 below summarises the benefits for each scheme for the Core Scenario.

Table 3: Summary of Benefits by Scheme – Core Scenario

Benefit Type	Benefit Item	Benefits ('000s)		
		Shrewsbury Avenue Cycleway	Malborne Way Footpath	Total
Mode Shift	Congestion Benefit	£32.45	£2.98	£41.59
	Infrastructure Maintenance	£0.18	£0.02	£0.23
	Accident	£5.58	£0.51	£7.15
	Local Air Quality	£0.79	£0.07	£1.01
	Noise	£0.37	£0.03	£0.47
	Greenhouse Gases	£2.65	£0.24	£3.4
Health	Reduced Risk of Premature Death	£688.73	£108.29	£1,020.67
	Absenteeism	£91.56	£22.53	£160.62
Journey Quality	Journey Ambience	£2.24	£6.60	£10.06
Indirect Taxation	Indirect Taxation	£-3.33	£-0.31	£-4.27
Total		£790.00	£140.96	£930.96

The benefits over a 20-year appraisal period for the Shrewsbury Avenue and Malborne Way schemes are £790,000 and £140,960, respectively. Health forms most of the benefits for the Shrewsbury Avenue and Malborne Way schemes, with 95.0% and 92.8%, respectively.

Table 4 below summarises the benefits for each scheme for the Sensitivity Test.

Table 4: Summary of Benefits by Scheme – Sensitivity Test

Benefit Type	Benefit Item	Benefits ('000s)		
		Shrewsbury Avenue Cycleway	Malborne Way Footpath	Total
Mode Shift	Congestion Benefit	£36.53	£9.14	£45.67
	Infrastructure Maintenance	£0.21	£0.05	£0.26
	Accident	£6.28	£1.57	£7.85
	Local Air Quality	£0.89	£0.22	£1.11
	Noise	£0.42	£0.10	£0.52
	Greenhouse Gases	£2.98	£0.75	£3.73
Health	Reduced Risk of Premature Death	£837.04	£331.94	£1,168.98
	Absenteeism	£122.41	£69.06	£191.48
Journey Quality	Journey Ambience	£2.65	£7.82	£10.47
Indirect Taxation	Indirect Taxation	-£3.75	-£0.94	-£4.69
Total		£977.35	£419.66	£1,397.01

The benefits over a 20-year appraisal period for the Shrewsbury Avenue and Malborne Way schemes are £977,350 and £419,660, respectively. Health forms most of the benefits for the Shrewsbury Avenue and Malborne Way schemes, with 95.4% and 95.5%, respectively.

Present Value of Costs

The Present Value of Costs (PVC) used within the economic assessment are based on initial base investment costs and Optimism Bias (OB) that have been rebased and discounted to 2010 prices and adjusted to market prices using AMAT. No inflation has been applied because the scheme costs will be incurred within the same price year. A developer contribution of £50,000 for the Shrewsbury Avenue Cycleway has been included within the Economic Dimension costs.

The OB rate has been sourced from TAG Unit A1.2 Scheme Costs (May 2022) and uses the Stage 3 Road OB of 20% to reflect the final stage (FBC) that the Junction 3 Business Case is currently at.

The conversion to market prices is undertaken by applying a market price factor of 1.19 to the discounted costs.

Table 5 below shows the scheme costs used within the economic assessment.

Table 5: Economic Dimension Costs

Cost Type	Shrewsbury Avenue Cycleway	Malborne Way Footpath	Total
Base Investment Cost	£223,948	£227,305	£451,253
Base Cost and Optimism Bias	£268,738	£272,766	£541,504
Rebased and Discounted to 2010, and Adjusted to Market Prices (PVC)	£135,547	£169,237	£304,784

Net Present Value and Benefit Cost Ratio

The Net Present Value (NPV) has been calculated by subtracting the PVC from the PVB.

The Benefit Cost Ratio (BCR) has been calculated by dividing the PVB by the PVC.

The BCR is used to determine the Value for Money category that each scheme falls within, as shown in Table 6 overleaf. The Value for Money categories have been sourced from the Department for Transport Value for Money Framework: Moving Britain Ahead (2017) document.

Table 6: Value for Money Categories

Value for Money Category	Benefit Cost Ratio (BCR) Range
Very Poor	$BCR \leq 0.0$
Poor	$1.0 < BCR > 0.0$
Low	$1.5 < BCR \leq 1.0$
Medium	$2.0 < BCR \leq 1.5$
High	$4.0 < BCR \leq 2.0$
Very High	$BCR \geq 4.0$

The scheme should provide a BCR of at least 1.5 (Medium Value for Money) to be considered of good value for money. It should be noted that the CPCA state in its Local Assurance Framework (2021) that a scheme with a BCR less favourable than other alternatives but best delivers on a project's strategic objectives may be the best value way of delivering a project. However, it is for the CPCA Board to judge whether the achievement of the strategic objectives is worth the cost to the CPCA.

Table 7 provides the Analysis of Monetised Costs and Benefits (AMCB) Table.

Table 7: Analysis of Monetised Costs and Benefits Table – Core Scenario

Benefit Item	Value (£'000s)		
	Shrewsbury Avenue	Malborne Way	Total
Noise	0.37	0.03	0.40
Local Air Quality	0.79	0.07	0.86
Greenhouse Gases	2.65	0.24	2.89
Journey Quality	2.24	6.60	8.84
Physical Activity (Health)	780.29	130.82	911.11
Accidents	5.58	0.51	6.09
Congestion Benefit	32.45	2.98	35.43
Infrastructure Maintenance	0.18	0.02	0.20
Indirect Taxation	-3.33	-0.31	-3.64
Present Value of Benefits (PVB)	790.00	140.96	930.96
Broad Transport Budget	135.55	169.24	304.79
Present Value of Costs (PVC)	135.55	169.24	304.79
Net Present Value (NPV)	654.45	-28.28	626.17
Initial Benefit to Cost Ratio (BCR)	5.83	0.83	3.05

The Shrewsbury Avenue scheme provides a PVB of £790,000, NPV of £654,450, and a BCR of 5.83, which equates to Very High Value for Money.

The Malborne Way scheme provides a PVB of £140,960, NPV of £-28,280, and a BCR of 0.83, which equates to Poor Value for Money.

Combining both schemes together provide a PVB of £930,960, NPV of £626,170, and a BCR of 3.05, which equates to High Value for Money.

A sensitivity test has also been undertaken that assesses the impact of using the Strategic Dimension uplift factor of 1.600. Applying the high uplift resulted in a combined PVB of £1,397,010, NPV of £1,092,280, and a BCR of 4.58, which equates to Very High Value for Money.

The most significant difference in the sensitivity test is that Malborne Way scheme goes from a BCR of 0.83 to 2.48, which is High Value for Money.

Non-monetised Impacts

Impacts that have not been monetised for active travel include:

- Journey time savings for active users (Social and Economy)
- Security (Social)
- Personal Affordability (Social)
- Accessibility (Social).

The distributional impacts of security and personal affordability have been quantitatively assessed. Accessibility has not been assessed on the basis that the guidance within TAG Unit A4.2 focuses solely on public transport.

The following environmental impacts are to be considered in full within the Junction 3 FBC:

- Landscape
- Townscape
- Historic Environment
- Biodiversity
- Water Environment.

Security

Security impact appraisal is recommended for road users, public transport passengers or freight, or a combination of these as stated in TAG Unit A4.1 Social Impact Appraisal. Whilst there is no specific guidance for the security of active mode users, the process as outlined within TAG Unit A4.2 Distributional Impact Appraisal has been used. Indicators such as surveillance, lighting and visibility, and landscaping were noted during site visits and used to inform the appraisal.

The security distributional impact appraisal found that each scheme would not deliver any change in terms of security for older people, females, or young people.

Personal Affordability

Personal Affordability appraisal considers how the monetary costs of travel can be a major barrier to mobility for certain groups of people and their ability to access key destinations. The more deprived groups of society typically spend less money on travel, but the cost of travel will account for a greater proportion of their income.

The most significant impacts of the costs of travel are on younger and older groups, and low-income households.

Figures 5 and 6 show the distribution of younger (0 to 15) and older (65 plus) age groups across Peterborough in relation to key services that would likely be used, respectively.

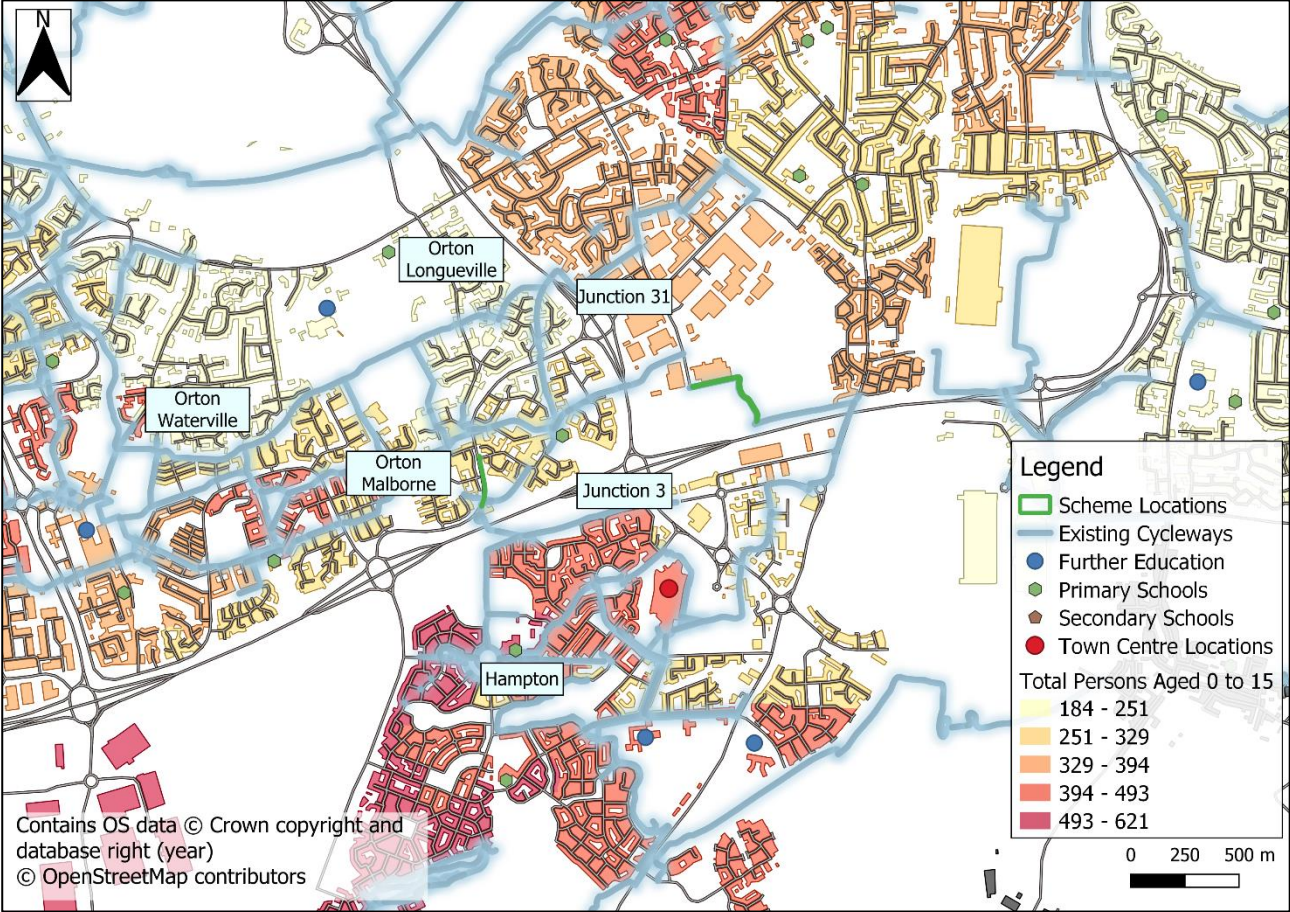


Figure 6: Number of Persons Aged 0 to 15 at LSOA Level across Peterborough in Relation to Key Services

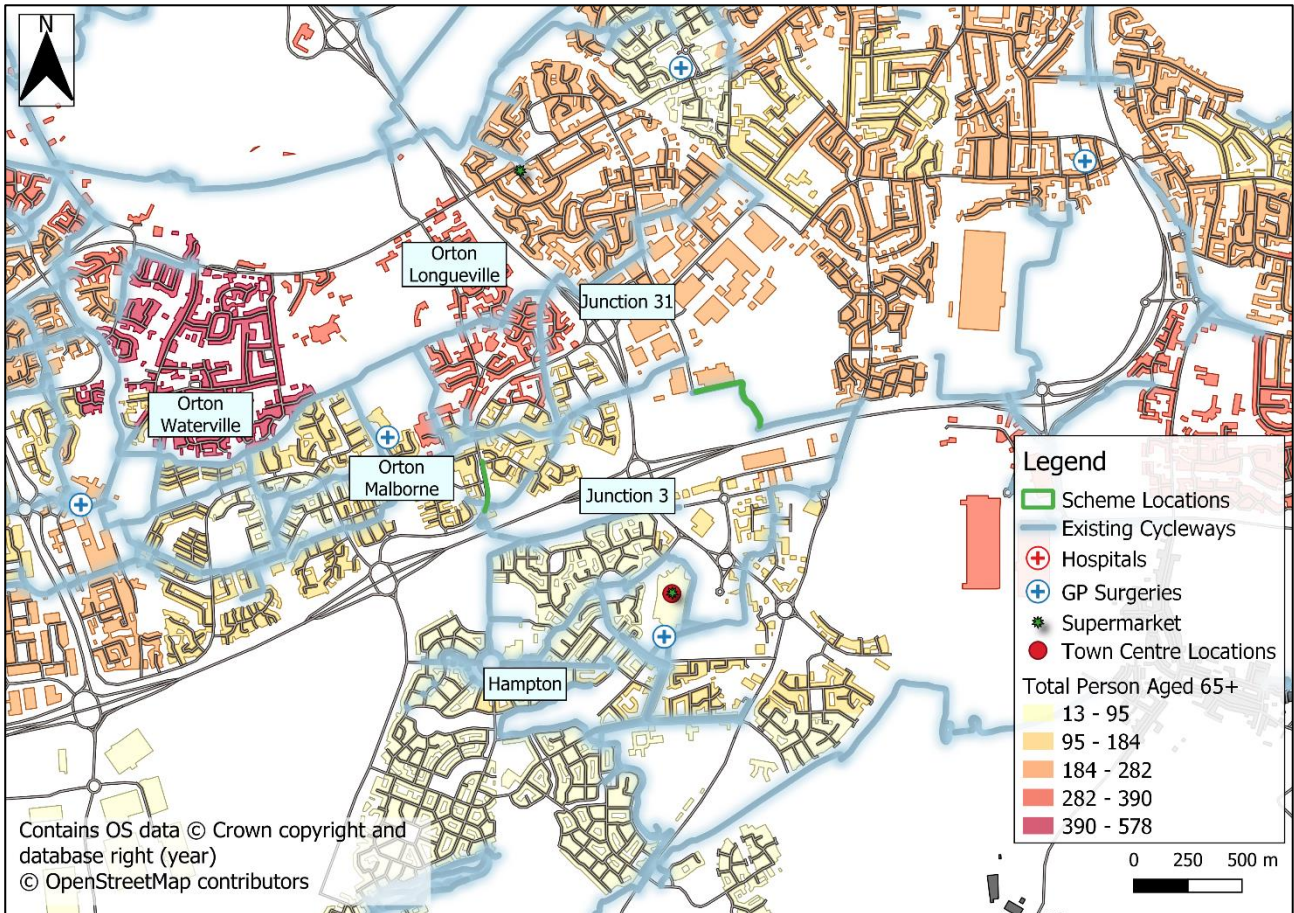


Figure 7: Number of Persons Aged 65+ at LSOA Level in Relation to Key Services

The Malborne Way Footpath will likely be used by young people travelling to Nene Park Academy and St. Botolph's C of E Primary School from residential areas in Orton Malborne and Hampton. There is a particularly high number of persons aged 0 to 15 in Hampton and would likely represent the greatest proportion of young people using the footpath. There is currently no marked footpath that connects the footbridge over Fletton Parkway and the footpath north of Saltmarsh. Without a footpath, the north-south route between Hampton and the schools in Orton Longueville will not be considered desirable for walking to school and will therefore encourage more costly escort education car driver trips.

The Malborne Way Footpath will likely be used by people aged 65 and above living in the Ortons and Hampton to and above travelling to GP surgeries in Orton Malborne and Hampton, and the retail outlets at Serpentine Green in Hampton. Whilst bus travel is free for senior citizens, there is no suitable bus between Hampton and

Orton Longueville or Orton Malborne. The lack of a quality footpath will make walking to local key services less desirable for senior citizens and overall travel less affordable.

Figure 7 shows the Income Deprivation Domain of the English Indices of Multiple Deprivation dataset for the study area.

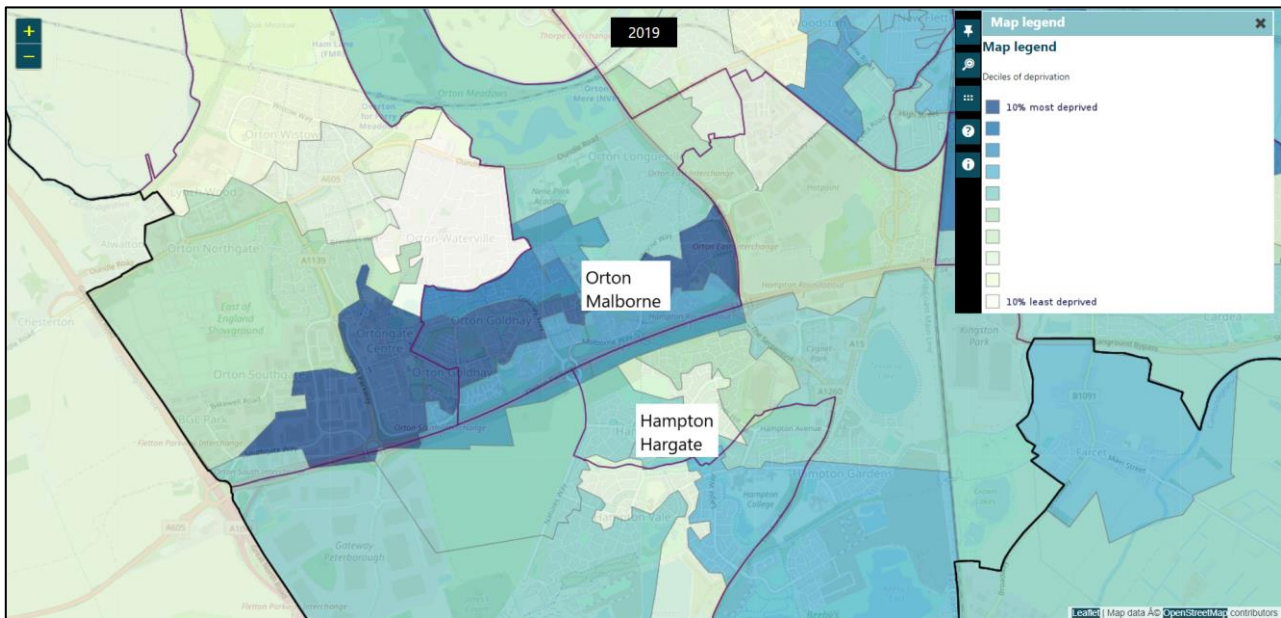


Figure 8: Income Deprivation Domain by LSOA

The Malborne Way and Shrewsbury Avenue study areas have LSOAs within the 10% most deprived deciles for England. An improvement in the walking and cycling infrastructure within the study area would help make walking to work or other local key services a more realistic alternative to car and bus travel for those in income deprived areas that are more greatly affected by the cost of travel for reaching work.

Areas along Malborne Way and Shrewsbury Avenue, and in Hampton are particularly car-dependent employment destinations, as previously shown in Figure 2 of the Strategic Dimension, and there is potential to improve the local walking and cycling network to a higher standard.

The average car travel to work mode share for the Ortons and Hampton is 62%, whereas the whole of Peterborough is 61%. Whilst local car driver levels to workplaces are representative of overall Peterborough levels and local car availability is lower than the rest of the city, there is still potential to reduce car driver trips from local residential areas and increase the number of walking and cycling commuter trips. This is particularly important in residential areas suffering with high income deprivation levels where residents will be struggling with the costs of travel.

Without an improvement in active travel infrastructure, the study area will remain a car dependent destination that is less accessible for those who cannot afford to travel by car.

Value for Money Statement

Delivering the Shrewsbury Avenue Cycleway and Malborne Way Footpath active travel schemes together will provide an overall PVB of £961,980, NPV of £626,170, and a BCR of 3.05 (High Value for Money) based on physical activity, journey quality, accidents, noise, local air quality, greenhouse gases, and congestion benefits in the core scenario.

The schemes are not expected to deliver any change in security impacts for vulnerable active travel users.

The removal of a barrier to travel along Malborne Way is expected to make walking a more realistic and affordable alternative to car travel to key services within the study area for groups most affected by personal affordability. The schemes would also benefit nearby residential areas that are currently in the top 10% most income deprived deciles for England.

Financial Dimension

The Financial Dimension focuses on the affordability of the proposed schemes, funding arrangements, and technical accounting issues.

The scheme cost estimates for the Financial Dimension have been prepared in line with guidance set out in TAG Unit A1.2 Scheme Costs (May 2022).

The estimates have been costed based on a bill of quantities produced from the preliminary designs and a schedule of construction activities. These costs have been peer reviewed, and include:

- Detailed design costs and additional surveys where required
- Land acquisition and planning costs
- Ecology surveys, and specialist environmental advice
- Staff and legal fees, including local overheads and consultation costs
- Third party costs
- Construction costs, including mobilisation, supervision, and costs associated with statutory undertakers works
- Risk Allowance.

It should be noted that Optimism Bias is not applied within the Financial Dimension and is only for use within the Economic Dimension.

Project costs incurred to date have been omitted from the costs presented in this section as “sunk costs”, which is in line with TAG Unit A1.2.

The cost profile is based upon the milestone activities set out in the Management Dimension, and the dates used to calculate the scheme costs, including the application of inflation, are shown in Table 8.

Table 8: Milestone Activities

Timescale	Activity
August 2022	Present Active Travel Schemes Business Case Technical Note to CPCA
September 2022	CPCA Sponsors present papers to CPCA Board to request approval of funding. Raising Work Orders and mobilising works
October 2022 – December 2022	Malborne Way scheme construction undertaken
October 2022 – November 2022	Shrewsbury Avenue scheme construction undertaken
January 2023	CPCA Board to make funding decision for the main Junction 3 project. This was the original CPCA Board date for the Junction 3 active travel schemes.

Table 9 below shows the Financial Dimension Scheme Cost Estimates.

Table 9: Financial Dimension Scheme Cost Estimates

Description of Cost Type	Shrewsbury Avenue	Malborne Way
Base Investment Cost	£223,948	£227,305
Risk Adjusted Base Cost	£255,958	£263,029
Risk Adjusted Base Cost with Industry Inflation (Outturn Cost)	£255,959	£263,029
Inflated Risk Adjusted Costs Incorporating Whole Life Costs (60-year assessment period).	£255,958	£263,029

The costs calculated for use within the Economic Assessment are presented in the Economic Dimension.

The Outturn cost represents the amount required to deliver the scheme, and is the amount requested for early release.

The schemes will be delivered within the same year as the cost estimates and therefore inflation has not been applied. Therefore, the outturn costs for Shrewsbury Avenue and Malborne Way are £255,959 and £263,029, respectively.

Budgets and Funding Cover

It is anticipated that the full combined Outturn Cost of £518,988 will be funded from the Transforming Cities Fund (TCF). The TCF is time limited and must be spent by 31st March 2024.

A £50,000 developer contribution has been secured as a contribution towards the Shrewsbury Avenue Cycleway and must be paid prior first occupation of the development (currently under construction). Once received, this contribution will be used in the delivery of the Junction 3 project (which includes the Shrewsbury Avenue Cycleway scheme).

There are not known to be any financial constraints beyond the availability of funding from the TCF, which is currently considered adequate to cover the scheme costs.

Commercial Dimension

The Commercial Dimension serves to demonstrate that the Junction 3 active travel schemes can be reliably procured and implemented through existing channels whilst ensuring value for money in delivery of the scheme.

Construction and site supervision will be delivered by Peterborough Highway Services (PHS). All skills and competencies to deliver this scheme are available within the PHS contract and its supply chain.

The scheme construction will be procured using a Target Cost payment mechanism. This incentivises both parties to work together to reduce cost through a pain / gain mechanism. To ensure that the procurement remains commercially competitive and offers value for money, all subcontract packages will be subject to competitive tendering.

Management Dimension

The Management Dimension demonstrates that the Council, through the PHS Framework, has the necessary experience and governance structure to successfully manage the delivery of the Junction 3 active travel schemes.

PHS has successfully delivered the following active travel schemes in recent years:

- Pop-up cycleways:
 - Between Midland Road and Bourges Boulevard along Thorpe Road on the eastbound carriageway. Installed during the first COVID-19 lockdown in 2020.
 - Along the southbound side of Priestgate. Designed in 2020 and installed in late 2021, the cycleway consisted of a cycle lane delineated by 'Rediweld One Piece Wand Orca' units. Cones were taken down in 2022.
 - Between St. Johns Street and Cattle Market Road along City Road. Designed in 2020 and installed in late 2021, the cycleway consisted of a cycle lane delineated by 'Rediweld One Piece Wand Orca' units. Cones were taken down in 2022.
 - Westbound between the Junction 39 roundabout and Cattle Market Road. Designed in 2020 and installed in late 2021, the cycleway consisted of a cycle lane delineated by 'Rediweld One Piece Wand Orca' units. Cones were taken down in 2022.
 - In both directions along Broadway. Designed in 2020 and installed in late 2021, the cycleway consisted of a cycle lane delineated by 'Rediweld One Piece Wand Orca' units. Cones were taken down in 2022.
- Haddon Cycleway. Designed in 2021 and constructed in 2022, the scheme improved the footway / cycleway connection between Haddon Hill and Orton Goldhay.
- Toucan Crossings:

- Bishop’s Road toucan crossing upgraded in 2019 to allow for cycle use.
- Oundle Road toucan crossing by Peterborough High School
- Lincoln Road / Manor House Road crossing improved to a toucan crossing between 2021 and 2022.

To date, the delivery of the scheme has been managed by a Project Team, led by a PCC Project Manager. The Project Team consists of all the key project delivery partners and has been responsible for the daily running of the project. The Project Team includes key stakeholders such as the CPCA.

The existing PHS Project Board has overseen the continued development and delivery of the schemes to date by the Project Team and has made key decisions relating to the delivery of the project. The Project Board has been supported by technical specialists, with key stakeholders invited to attend as necessary.

Key project milestones for progressing to scheme delivery are outlined in Table 10.

Table 10: Key Project Milestones

Timescale	Activity
August 2022	Present Active Travel Schemes Business Case Technical Note to CPCA
September 2022	CPCA Sponsors present papers to CPCA Board to request approval of funding. Raising Work Orders and mobilising works
October 2022 – December 2022	Malborne Way scheme construction undertaken
October 2022 – November 2022	Shrewsbury Avenue scheme construction undertaken
January 2023	CPCA Board to make funding decision for the main Junction 3 project. This was the original CPCA Board date for the Junction 3 active travel schemes.

Stakeholder engagement was undertaken by the Project Team following approval of the SOC and were in line with the timings of the Public Consultation (October 2020 to November 2020). All stakeholders were consulted via email or letter for comments on the Preferred Scheme of the Junction 3 business case prior to the completion of the designs.

Communication with stakeholders was maintained throughout the project and feedback from stakeholders largely centred on the environment, biodiversity, and sustainable travel elements of the Junction 3 preferred scheme. All feedback has been incorporated into the Detailed Design where appropriate.

A construction Risk Register for each scheme has been produced and is available upon request. The Risk Register is a live document and will be regularly updated throughout the ten-week construction period.

The schemes will be monitored and evaluated in line with the CPCA Assurance Framework and DfT guidance. The monitoring and evaluation will include a range of qualitative and quantitative data collection methods that will be undertaken one year and five years post scheme completion.

Outputs from the monitoring and evaluation stage will be summarised within a Scheme Evaluation Report to determine whether the schemes have been delivered as planned and justify the investment. Where outcomes differ from what is expected, data collected during the monitoring and evaluation phases will be used to form an evidence base that will assist in understanding the reasons for this and any lessons that can be learnt.



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Agenda Item No: 4.7

Capability and Ambition Fund 2022/23

- To: Cambridgeshire and Peterborough Combined Authority Board
- Meeting Date: 19 October 2022
- Public report: Yes
- Lead Member: Mayor Dr Nik Johnson
- From: Tim Bellamy, Interim Head of Transport
- Key decision: Yes
- Forward Plan ref: KD2022/060 [General Exception]
- Recommendations: The Combined Authority Board is recommended to:
- a) Note the contents of the submitted Capability and Ambition Fund bid.
 - b) Approve the drawdown of Capability and Ambition funding, subject to Active Travel England (ATE) approving the bid.
 - c) Subject to ATE approving the bid, approve the delegation of authority to the Interim Head of Transport to enter into a Grant Funding Agreement with Peterborough City Council and Cambridgeshire County Council following consultation with the Chief Financial Officer and Monitoring Officer.
- Voting arrangements: Recommendations b) and c) require a vote in favour by at least two thirds of all Members (or their substitute Members) appointed by the Constituent Councils who are present and voting, to include the Members appointed by Cambridgeshire County Council and Peterborough City Council, or their substitute Members
- Recommendation a): For noting only, no vote required.

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

1. Purpose

- 1.1 To provide an overview of the Capability and Ambition Fund 2022/23 bid submitted at the end of September. It was not possible to seek engagement with members through the Transport and Infrastructure Committee and Combined Authority Board within the bidding timescales.
- 1.2 Recommendation b) and c) are included in preparation for a successful outcome of the bid and ensure optimal time to undertake the activities proposed in the bid within the 12-month delivery window stipulated by the criteria of the fund.

2. Background

- 2.1 In late July Active Travel England (ATE), an executive agency of the Department for Transport (DfT), wrote to Mayoral Combined Authorities and Local Authorities advising them that in September they will invite bids from Local Authorities, the funding would be in two parts.
- 2.2 The first, is a £30m Capability and Ambition Fund for 2022/3 to support revenue projects, and the second, is a total of £500m of grant funding to support both capital and revenue schemes nationwide across a multi-year settlement period 2022/23 to 2024/25.
- 2.3 All bidding authorities were asked to complete a high-level self-assessment. The self-assessment formed the first of a four-part blended assessment that was supplemented by: evidence of previous performance held by ATE and the DfT; quality of recent bids submitted by local authorities; and, in future, ATE's own inspections and assessment.
- 2.4 The self -assessment form was completed collaboratively with officers from Peterborough City Council (PCC) and Cambridgeshire County Council (CCC). CCC also engaged with the Greater Cambridge Partnership to inform the self-assessment. The self-assessment was submitted by the deadline of 26th August 2022.
- 2.5 On 5th September, ATE wrote to the Combined Authority confirming the outcome of their moderation of the evidence supplied and information held by ATE on delivery performance. The moderated level for the Combined Authority is Level 2 (the range was between 0-4 [4 being high]) – this is a good result; the majority of authorities were in Level 1 and none were classed as Level 4. The self-assessment and subsequent moderation focused on three areas, Local Leadership and support for active travel, Local Cycling and Walking Improvement Plans (LCWIP) maturity and scheme delivery.
- 2.6 As a consequence, the Combined Authority was invited to submit proposals to the Capability and Ambition Fund 2022/23 up to the value of £823,637. Where the proposals within the bid are considered by ATE to be strong there is an opportunity to be awarded up to a further 25% of funding.
- 2.7 The Capability and Ambition Funding bid deadline was 30th September 2022 with a view that notice of decision from ATE will be given in October 2022 and the funding issued in November.
- 2.8 The second part of the funding for the multiyear bidding round - Active Travel Fund 4

(ATF4), at the time of writing, is expected to be announced on 30th September with a bidding deadline of 23rd December.

2.9 The aim of the Capability and Ambition fund, and future funding, is to enable ATE to focus their investment on authorities with high ambition and capability, whilst giving appropriate support and funding for all committed authorities to boost capability to deliver high quality schemes. Creating the right conditions to enable authorities to meet ATE’s 2030 vision, for half of journeys in towns and cities to be walked, wheeled, or cycled. Funding guidance for Capability and Ambition Funding focuses on two areas capability and behaviour change. The funding can be used for:

Capability	Behaviour
<ul style="list-style-type: none"> • LCWIP development • Network Design • Scheme Planning and design • Public engagement and consultation • Data and evidence collection • Bespoke training for Local Authority officers and members 	<ul style="list-style-type: none"> • Organisational travel planning and engagement • Grant programmes • Cycle training • Cycle loan and share schemes • Cycle maintenance training • Cycle security measures • Active Travel communicating and marketing • Street Audits

2.10 Key requirements of the Capability and Ambition funding for bids are:

- A strong strategic rationale for why the activities have been selected;
- Demonstrable Value for Money;
- A clear monitoring and evaluation rationale; and
- The funding is spent within 12 months from the time of first payment issue from Active Travel England.

2.11 Officers of the Combined Authority, PCC and CCC worked collaboratively to develop the bid. The indicative funding allocation was initially proportioned, for the purposes of developing the bid, using the Integrated Transport Block to indicatively split the funding between the two highway authorities with a portion allocated to the Combined Authority. The indicative percentages were 69.4% for CCC and 30.6% to PCC.

2.12 For both Highway Authorities, the bid primarily focused on developing a prioritised programme of projects for 1,3, and 10 year forward plan. The bid also covered funding for.

- Developing Local Cycling and Walking Infrastructure Plan (LCWIP) projects into feasibility stage.
- LTN 1/20 training
- Active Travel Advocate
- Behavioural change programmes

2.13 By focusing the development of the LCWIPs within the bid it ensures that all districts within Cambridgeshire benefit. The intention is to identify priority LCWIP projects within each district for further development.

Significant Implications

3. Financial Implications

- 3.1 ATE confirmed an indicative funding value for each bidding authority. For the Combined Authority the maximum bidding value was £823,637. Where the proposals within the bid are considered by ATE to be strong there is an opportunity to be awarded up to a further 25% of funding.
- 3.2 Subject to ATE approval of the bid the Capability and Ambition funding is expected to be spent within 12 months of the first payment being issued.

4. Legal Implications

- 4.1 Submission of an external bid will require the responsible budget holder to consult with the Chief Finance Officer to ensure that all aspects of funding have been properly considered before submission for approval as per Chapter 15, para 31. The bid was approved for submission using the Chief Finance Officer's delegation as stated within Chapter 17, para 5.20 Constitution.
- 4.2 Subject to confirmation of a successful bid the Combined Authority will enter into Grant Funding Agreements with the two Highway Authorities to enable the funding to be granted to them.

5. Public Health Implications

- 5.1 ATE's 2030 vision, for half of journeys in towns and cities to be walked, wheeled, or cycled. Capability and Ambition Funding focuses on two areas capability and behaviour change.

Building capability, within the Combined Authority bid, enables development of a prioritised programme of LCWIP projects for 1,3, and 10 year forward plan- resulting in future active travel infrastructure to enable and encourage more active travel.

Behavioural change programmes within the bid focus on schools, workplaces, and communities, encouraging non cyclists to become new riders, whilst encouraging occasional riders to perhaps try cycling to work or a specific trip.

Increasing mode shift to active travel has wellbeing, physical health, and environmental benefits.

6. Environmental and Climate Change Implications

- 6.1 As above

7. Other Significant Implications

- 7.1 None

8. Appendices

8.1 Appendix 1 – Capability and Ambition Funding Guidance

8.2 Appendix 2 – Capability and Ambition Funding Bid

9. Background Papers

9.1 None.



Capability and Ambition Fund 2022/23 - Guidance note

Introduction

1. On the 5 September 2022 Active Travel England (ATE) notified all Combined and Local transport authorities of their proposed revenue funding allocations for 2022/23 under the one-year Capability and Ambition Fund.
2. The Capability and Ambition Fund builds on the Local Authority Capability Fund, which provided funding to most authorities in England in 2021/22. It supports the commitment made in the Gear Change plan in July 2020, to increase the capabilities of local authorities to plan good active travel infrastructure, including building more expertise and undertaking more evidence-based planning, alongside delivering behaviour change initiatives.
3. The total amount of Capability and Ambition Fund 2022/23 is £30 million. This is the same amount as in 2021/22, although the change in allocation approach may mean an increase in funding for some authorities and a decrease for others.
4. The proposed funding allocation for each authority is based on the moderated capability and ambition level, following the capability and ambition self-assessment and assurance process, and population within the local authority area. Authorities are invited to submit proposals up to the funding value provided.
5. Assessment of proposals will inform how the total funding pot will be divided between authorities, with very strong proposals able to attract additional funding, up to 25% above this level, and proposals with significant shortfalls receiving less.
6. ATE requires that the funding is used to achieve the following fund objectives:
 - **To support capability building activities that will enable authorities to undertake ambitious and inclusive active travel programmes.** In particular, building technical capability to plan and deliver high quality walking, wheeling and cycling infrastructure networks, effectively engaging local communities and collecting evidence of impact to inform optimisation of future programmes.
 - **To deliver behaviour change initiatives that result in sustained increases in walking, wheeling and cycling for everyday journeys including to school and work.** In particular, supporting the objectives set out in [the second Cycling and Walking Strategy](#) (CWIS2): to increase the percentage of short journeys in towns and cities that are walked or cycled, to increase walking and cycling and to

increase the percentage of 5-10 year olds who usually walk to school, with specific focus on increasing participation from under-represented groups.

Scope of funding

7. The Capability and Ambition Fund 2022/23 has a strong focus on supporting authorities to prepare for forthcoming multi-year capital and revenue funding. As such, it is recommended that authorities assigned to lower levels (particularly level 1) direct the vast majority of their funding to capability building activities. Those that choose to include behaviour change must make a strong strategic case for its inclusion, including how it is supported by infrastructure to enable safe, everyday journeys to be made by walking, wheeling and cycling. Authorities at higher levels can choose to include more behaviour change, up to a maximum of 40% of the value of the proposal.

8. Capability building activities that are in scope are:

Activity	Description
1. Development of Local Cycling and Walking Infrastructure Plans (LCWIPs)	Plans setting out infrastructure investment priorities, integrating with local behaviour change initiatives and wider policies and targets, other transport modes (e.g. LTP) and local plans. Overall network plan with rationale. 1-, 3- and 10-year projects pipelines with rationale on priority.
2. Network design	Development and mapping of proposed network design.
3. Scheme planning and design	Early feasibility stage design of schemes to the point of bidding for capital funds, including early plans sufficient for bid stage assurance against ATE design tools
4. Public engagement/consultation	Public engagement, co-design, consultation and public opinion surveying for networks and schemes
5. Data & evidence collection	Underpinning evidence collection required for network planning, scheme design, equality impact assessment and monitoring and evaluating behaviour change schemes. This includes modelling, research, street audits, traffic counts/flow monitoring etc
6. Bespoke training for LA officers and members	Upskilling to latest LTN1/20, Manual for Streets, Inclusive Mobility, engagement etc

9. It is recommended that behaviour change initiatives are delivered as part of a coordinated programme, targeted at one or more of three audiences: schools, workplaces and communities. We strongly encourage authorities to focus on a small number of targeted, larger-scale initiatives, which will provide the greatest scope for meaningful and measurable impact and must be through demonstrable activation of new or existing infrastructure to enable walking, wheeling and cycling.

10. Authorities should aim to deliver activities that will reach a **minimum of 100 unique participants¹** over the course the funding period. This can include reaching 100

¹ Unique participants: only counting a participant once, no matter how many events or activities they participate in. For example, if someone participated in a led ride every week, you should only count them once.

participants during one event, or 100 participants over multiple events (e.g. delivering 5 led rides over a year with 20 participants in each). If you are counting participants over multiple events, each event (e.g. led ride) **must** be delivered in a **consistent manner**. If people are participating in multiple events/activities, this must be captured.

11. Behaviour change initiatives that are in scope are:

Initiative	Description/activities	Audience
1. Organisational travel planning and engagement	Includes engagement programmes with staff/pupils/visitors, travel challenges, events, led walks/rides, scooter skills for schools.	All
2. Grants	Grant programmes to enable local, bespoke, initiatives to enable walking, wheeling and cycling	Workplaces/ communities
3. Cycle training	For adults, families and children. Should be National Standard training and can be delivered by Bikeability provider but must complement and not duplicate or divert resources from your Bikeability schools programme ² .	All
4. Cycle loan and share schemes	For example, providing people with the option of loaning a cycle/e-cycle for a period of time, installing share schemes within an area.	All
5. Cycle maintenance training	In areas not covered by Big Bike Revival maintenance activities	All
6. Cycle security measures	For example, encouraging registration of cycles, providing cycle locks and other security devices	All
7. Active travel comms/marketing	People are motivated to walk, wheel and cycle and to use new/existing infrastructure.	All
8. Street audits	Engage with local communities to audit routes, identify barriers to walking, wheeling and cycling and engage with authorities to influence infrastructure.	All

12. The list of behaviour change activities has been streamlined compared to 2021/22, to focus on initiatives that authorities are delivering successfully, are most likely to deliver impact and do not duplicate other programmes. There is the option to include activities and initiatives not included in the above lists, but a strong rationale must be provided.

² As previously, the Bikeability schools programme funding in 22/23 is managed through a separate process – local grant recipients have had their allocations for 22/23 and should refer to www.bikeability.org.uk for requests for further funding

13. This funding can be used to support cross-modal interventions, where appropriate, with funding leveraged from other sources. Interventions based purely on, or with a high proportion of, public transport measures are not eligible for support.

Maximising synergies with other sources of funding

14. Evidence shows that it is more effective to develop both behaviour change and infrastructure projects, rather than either one in isolation. We expect authorities who propose to use the Capability and Ambition Fund to support behaviour change interventions to maximise use of infrastructure schemes they have delivered or propose to deliver using Active Travel Funding and other transport funding.
15. Authorities are encouraged take advantage of and build on existing programmes, such as Living Streets' Walk to School Outreach and Cycling UK's Big Bike Revival, where this is appropriate to local objectives. ATE also encourages authorities to collaborate with local businesses, charities and community organisations to develop and deliver initiatives to support funding objectives and potentially leverage further funding to support active travel.

Supporting guidance

16. In 2021, the Department for Transport worked with Sustrans to develop guidance to support local authorities in the design of behaviour change initiatives focusing on returning to the workplace and to help guide local revenue investment through the Capability Fund. This guidance focuses on encouraging cycling but also provides advice on promoting walking, including successful case studies and key considerations when designing a behavioural intervention. The guidance is available online at www.activetravel.org.uk/moment-of-change/ alongside a range of other information and advice at www.activetravel.org.uk.
17. The Department for Transport and Active Travel England are currently developing local authority School Streets guidance, to support the delivery of more School Streets across England. We aim to publish final guidance in Autumn 2022.

Local Authority Capability and Ambition Fund requirements

18. ATE will make the payments via a grant under Section 31 of the Local Government Act 2003 together with a formal grant determination letter, providing the following conditions are met:
 - All authorities are required to provide a proposal outlining work to be delivered over 2022/23. This should include a strategic rationale for why the proposed activities and initiatives have been selected. The proposal will be scored to inform the final funding allocation.
 - Authorities are required to provide monitoring data to ATE when requested, and to evaluate their activities in line with Capability Fund M&E guidance.
19. We expect to make one payment to each Mayoral Combined Authority (MCA). It will be for the MCA to take the lead in coordinating and deciding where they propose to

direct revenue funding to in their region. Unlike in 2021/22 we are not providing an indicative breakdown of funding for local authorities within an MCA.

20. We expect MCAs and Transport North East to co-ordinate a single plan in response to the proforma and to complete the monitoring and evaluation requirements for the funding on behalf of their constituent authorities. Where an MCA does not exist but there are regional coordinating organisations (e.g. D2N2), each constituent authority will need to provide a separate plan.
21. Interventions and activities proposed under the Capability and Ambition Fund should be developed and delivered to meet the funding objectives (set out above) as well as local objectives. Where ATE is not satisfied that an authority has used the funding effectively, it will take this into account in determining funding allocations for the remainder of the current Parliament.

Proforma guidance

22. All authorities should complete the proforma provided in the following Smart Survey link, **by 5pm Friday 30th September**:

<https://www.smartsurvey.co.uk/s/1N4AHR/>

23. A Word version of the proforma is attached separately, to enable a response to be coordinated across teams/MCA constituent authorities but should not be submitted – **proformas will only be accepted via Smart Survey**.
24. Authorities will be expected to provide a breakdown of the activities and initiatives they intend to use Capability and Ambition Fund to support.
25. Authorities will be expected to provide a breakdown of each of their planned activities and initiatives, including expected spend, delivery dates, and what they intend to achieve/deliver within that. Authorities are also expected to set out how these activities are aligned to both their local strategic objectives as well as those of the Capability and Ambition Fund itself.
26. As part of the proforma, each authority will be expected to set out its value for money assessment for its Capability and Ambition Fund spending, how it will undertake its public sector equality duty, as well as to confirm its commitment to monitoring and evaluation.
27. ATE is particularly keen to ensure that measures paid for through the Capability and Ambition Fund complement active travel capital measures and other sources of funding. As such, authorities will be expected to set out in the proforma how their Capability and Ambition Fund spending will work in tandem with other activities paid for by other funding streams.
28. All authorities should keep an audit trail of the evidence and information which supports their response to the proforma as ATE may conduct spot checks on a sample of authorities.

Timetable

29. The deadline to complete the Capability and Ambition Fund proforma is **5pm Friday 30th September**.
30. ATE will then undertake a light touch assessment process to ensure proposals are of good quality and align with the aims of the fund. Proposal scores will inform how the total funding pot will be divided between authorities, with very strong proposals able to attract additional funding, up to 25% above this level, and proposals with significant shortfalls receiving less.
31. Grant determination letters are likely to be issued to successful Combined and Local transport authorities in **October 2022**. Funding payments are expected to be made in **November 2022**.
32. We expect Capability and Ambition Fund delivery to take place for 12 months from the date of funding payment. We recognise that monitoring and evaluation activity will likely go beyond 12 months (e.g. to enable follow-up surveys). We would expect authorities to keep a proportion of their monitoring and evaluation budget to enable this activity after the funding period ends. The combined capital and revenue funding is due to launch formally later in September 2022, with revenue funding levels for 2023/24-24/25 being notified in February 2023, thus allowing time for a planned continuation or amendment to initiatives from this year's revenue funding round.

Value for money assessment guidance

33. We expect authorities to refer to the Capability and Ambition Fund: Value for Money Guidance, attached separately, when completing their assessment.
34. This guidance is to provide some indication of the types of evidence or analysis authorities may wish to use to justify their value for money judgement. We recommend that authorities use cost benchmarking comparisons, using the updated cost benchmarks in the spreadsheet provided. Other analysis, such as use of the Active Mode Appraisal Toolkit (AMAT) and comparisons with past appraisals, may be appropriate for higher value proposals.

Monitoring and Evaluation guidance

35. Authorities are also required to monitor and evaluate the impact of schemes being delivered through the Capability and Ambition Fund. Monitoring is the collection of data to check progress against planned targets. It is the formal reporting of evidence that spend and outputs are successfully delivered and milestones met. Evaluation is the assessment of the project's effectiveness and efficiency during and after implementation. Authorities should use the evidence generated to improve the delivery of schemes in the future and build a deeper understanding of what works in their areas.
36. You will be required to report back to ATE on progress and outcomes, this includes completing a 6 monthly monitoring survey. Authorities will also be expected to share

data collected from beneficiaries (i.e. pre, post and follow-up surveys) with ATE. This data will feed into a national evaluation of active travel more broadly. ATE would also be interested in seeing any wider evaluation evidence you have generated to feed into the national evaluation.

37. Further to this there may also be a requirement for local authorities to participate in a national evaluation of Capability and Ambition Fund activities. As part of the national evaluation, there will be 'deep dives' on particular types of interventions. Authorities delivering those types of interventions will be required to work with the national evaluators before commencing delivery (e.g. to embed data collection, to tweak the design of schemes to ensure consistency) and throughout delivery. If this is the case, you will be contacted when funding is awarded.
38. Monitoring and evaluation guidance from the Local Authority Capability Fund 2021/22 is attached separately for information and is currently being updated for the Capability and Ambition Fund 2022/23.

Enquiries

39. If you have any questions about this guidance, including clarification on the Value for Money and Monitoring and Evaluation requirements, please email: contact@activetravelengland.gov.uk.

Capability and Ambition Fund 2022/23 Proforma

Introduction

Q1. Which local/combined authority are you preparing this proforma submission on behalf of?

Cambridgeshire and Peterborough Combined Authority

Other (please specify):

Anna Graham

Q2. Who are the main points of contact for this proforma?

Name 1: Anna Graham

E-mail address 1: anna.graham@cambridgeshirepeterborough-ca.gov.uk

Name 2: Tim Bellamy

E-mail address 2: Tim.Bellamy@cambridgeshirepeterborough-ca.gov.uk

Q3. Please specify the total spend you are seeking for capability building and behaviour change activities.
Please put 0 if you are not requesting funding.

Capability building activities 645000

Behaviour change initiatives 177920

Q4. Are you seeking funding for capability building activities ?

Yes

Section A: Capability building activities

Q5. Provide details of the capability building activities you propose to undertake using the 2022/23 Capability and Ambition Fund.

Select the first activity you are delivering

Development of Local Cycling and Walking Infrastructure Plans (LCWIPs)

Q6. Briefly describe what activities you plan on delivering. Include number of activities where appropriate. (max 20 words)

Develop rational and forward programme for 1-, 3- and 10-year projects in the pipelines, including initial project development

Q7. What amount of funding are you seeking for this activity?

205000

Q8. What is the expected start and end date for this activity?

Start date 01/11/2022

End date 31/10/2023

Q9. Do you want to add another activity?

Yes

Section A: Capability building activities

Q10. Provide details of the capability building activities you propose to undertake using the 2022/23 Capability and Ambition Fund.

Select the next activity you are delivering

Scheme planning and design

Q11. Briefly describe what activities you plan on delivering. Include number of activities where appropriate. (max 20 words)

To carry out feasibility and preliminary stage design of LCWIP schemes for future funding.

Q12. What amount of funding are you seeking for this activity?

251000

Q13. What is the expected start and end date for this activity?

Start date 01/11/2022

End date 31/10/2023

Q14. Do you want to add another activity?

Yes

Section A: Capability building activities

Q15. Provide details of the capability building activities you propose to undertake using the 2022/23 Capability and Ambition Fund.

Select the next activity you are delivering

Data & evidence collection

Q16. Briefly describe what activities you plan on delivering. Include number of activities where appropriate. (max 20 words)

To carry out surveys and modelling work for LCWIP scheme development. Monitoring and evaluation for behaviour change schemes

Q17. What amount of funding are you seeking for this activity?

10000

Q18. What is the expected start and end date for this activity?

Start date 01/11/2022

End date 31/10/2023

Q19. Do you want to add another activity?

Yes

Section A: Capability building activities

Q20. Provide details of the capability building activities you propose to undertake using the 2022/23 Capability and Ambition Fund.

Select the next activity you are delivering

Bespoke training for LA officers and members

Q21. Briefly describe what activities you plan on delivering. Include number of activities where appropriate. (max 20 words)

Training to embed LTN 1/20 best practice guidance on cycle infrastructure schemes through engagement with Highways and transport planning teams.

Q22. What amount of funding are you seeking for this activity?

37000

Q23. What is the expected start and end date for this activity?

Start date 01/11/2022

End date 31/10/2023

Q24. Do you want to add another activity?

Yes

Section A: Capability building activities

Q25. Provide details of the capability building activities you propose to undertake using the 2022/23 Capability and Ambition Fund.

Select the next activity you are delivering

Other

Q26. Briefly describe what activities you plan on delivering. Include number of activities where appropriate. (max 20 words)

Further Active Travel policy development for Greater Cambridge and East Cambridgeshire including LCWIP development.

Q27. What amount of funding are you seeking for this activity?

30000

Q28. What is the expected start and end date for this activity?

Start date 01/11/2022

End date 31/10/2023

Q29. Do you want to add another activity?

Yes

Section A: Capability building activities

Q30. Provide details of the capability building activities you propose to undertake using the 2022/23 Capability and Ambition Fund.

Select the next activity you are delivering

Other

Q31. Briefly describe what activities you plan on delivering. Include number of activities where appropriate. (max 20 words)

Staff time to support planning applications on active travel schemes to mitigate the impacts of developments.

Q32. What amount of funding are you seeking for this activity?

10000

Q33. What is the expected start and end date for this activity?

Start date 01/11/2022

End date 31/10/2023

Q34. Do you want to add another activity?

Yes

Section A: Capability building activities

Q35. Provide details of the capability building activities you propose to undertake using the 2022/23 Capability and Ambition Fund.

Select the next activity you are delivering

Other

Q36. Briefly describe what activities you plan on delivering. Include number of activities where appropriate. (max 20 words)

To design and build Active Travel websites for public facing and Centre of Excellence/disseminating good practice for the CPCA region.

Q37. What amount of funding are you seeking for this activity?

20000

Q38. What is the expected start and end date for this activity?

Start date 01/02/2023

End date 01/08/2023

Q39. Do you want to add another activity?

Yes

Section A: Capability building activities

Q40. Provide details of the capability building activities you propose to undertake using the 2022/23 Capability and Ambition Fund.

Select the next activity you are delivering

Other

Q41. Briefly describe what activities you plan on delivering. Include number of activities where appropriate. (max 20 words)

Active Travel Advocate will focus on driving collaboration, bringing together partner and stakeholder organisations to align and promote priorities,

Q42. What amount of funding are you seeking for this activity?

52000

Q43. What is the expected start and end date for this activity?

Start date 01/11/2022

End date 31/10/2023

Q44. Do you want to add another activity?

No

Section A: Capability building activities

Q45. Provide details of the capability building activities you propose to undertake using the 2022/23 Capability and Ambition Fund.

Select the next activity you are delivering

Other

Q46. Briefly describe what activities you plan on delivering. Include number of activities where appropriate. (max 20 words)

Research best practice with regards to legacy for a travel plan to inform future delivery of travel plans.

Q47. What amount of funding are you seeking for this activity?

30000

Q48. What is the expected start and end date for this activity?

Start date 01/02/2023

End date 01/08/2023

Q49. Do you want to add another activity?

Yes

Section A: Capability building activities

Q50. Provide details of the capability building activities you propose to undertake using the 2022/23 Capability and Ambition Fund.

Select the next activity you are delivering

Other

Q51. Briefly describe what activities you plan on delivering. Include number of activities where appropriate. (max 20 words)

Active Travel Advocate will focus on driving collaboration bringing together partner and stakeholder organisations to align and promote priorities

Q52. What amount of funding are you seeking for this activity?

52000

Q53. What is the expected start and end date for this activity?

Start date 01/11/2022

End date 31/10/2023

Section A: Capability building activities

Q54. How will these capability building activities support the objectives of the fund and your local strategic objectives? (300 words max)

This section meets 'Capability building activities objectives items 1, 3, 5 and 6 in scope on pg. 2. The funding will provide much needed resource to deliver capability building activities across the CPCA area. The CPCA will be implementing an active travel advocate and an active travel lead to give strategic focus, leadership, and capability in the delivery of the Local Transport and Connectivity Plan (LTCP) objectives and the development of LCWIP projects, including the creation of a stakeholder scrutiny group. These roles are expected to continue beyond the bid timeframe but initiated through this fund.

The funding will allow us to progress the development of LCWIP schemes with a rational for a 1, 3 and 10year pipeline of active travel schemes for the Cambridgeshire and Peterborough combined authority area. In doing so, creating a core Active Travel Team which will be established as a centre of excellence within the County Council, supporting and building capability within the Combined Authority region.

Any additional funding of up to 25% will allow us to build on the above, reassess identified LCWIP schemes using the 2021 census data and further develop the Active Travel Strategy action plan.

Our work will support the Active Travel Strategy core objectives by embracing a clear deliverable vision for a high quality, safe and connected active travel network; improving internal processes and collaborative working with key partners and the developers; ensuring active travel is planned as part of all transport schemes and developments. Our work will support the Cambridgeshire and Peterborough Joint Health and Wellbeing Integrated Care Strategy and contribute to achieving the County Council's target of Net Zero Carbon by 2045.

Section B: Behaviour Change

Q55. Are you seeking funding for behaviour change activities?

Yes

Section B: Behaviour Change

Q56. Provide details of the behaviour change initiatives you propose to deliver using the 2022/23 Capability and Ambition Fund.

Select the first initiative you are delivering

Cycle training

Q57. What audience are you targeting with this initiative?

Schools

Q58. What is the name of the activity (or activities) you are delivering under this initiative? (e.g. led walks) (max 20 words)

Bike It Officer to intensively work with 9 schools and further 25 schools to deliver dozens of active travel activities.

Q59. What amount of funding are you seeking for this initiative?

64000

Q60. What are the expected number of activities you are delivering? (e.g. number of cycle training courses)

9

Q61. What is the expected number of participants for this initiative?

4000

Q62. What are the expected start and end dates for this initiative?

Start date 01/01/2023

End date 01/01/2024

Q63. Do you want to add another initiative?

Yes

Section B: Behaviour Change

Q64. Provide details of the behaviour change initiatives you propose to deliver using the 2022/23 Capability and Ambition Fund.

Select the next initiative you are delivering

Cycle training

Q65. What audience are you targeting with this initiative?

Community

Q66. What is the name of the activity (or activities) you are delivering under this initiative? (e.g. led walks) (max 20 words)

Offer cycle training for individuals and families at Northstowe Phase 1 and Alconbury Weald

Q67. What amount of funding are you seeking for this initiative?

20000

Q68. What are the expected number of activities you are delivering? (e.g. number of cycle training courses)

28

Q69. What is the expected number of participants for this initiative?

224

Q70. What are the expected start and end dates for this initiative?

Start date 01/03/2023

End date 31/10/2023

Q71. Do you want to add another initiative?

Yes

Section B: Behaviour Change

Q72. Provide details of the behaviour change initiatives you propose to deliver using the 2022/23 Capability and Ambition Fund.

Select the next initiative you are delivering

Active travel comms/marketing

Q73. What audience are you targeting with this initiative?

Community

Q74. What is the name of the activity (or activities) you are delivering under this initiative? (e.g. led walks) (max 20 words)

Four major campaigns to encourage 400 new riders to cycle to school and work across Cambridgeshire and Peterborough

Q75. What amount of funding are you seeking for this initiative?

53920

Q76. What are the expected number of activities you are delivering? (e.g. number of cycle training courses)

4

Q77. What is the expected number of participants for this initiative?

400

Q78. What are the expected start and end dates for this initiative?

Start date 01/10/2022

End date 30/09/2023

Q79. Do you want to add another initiative?

Yes

Section B: Behaviour Change

Q80. Provide details of the behaviour change initiatives you propose to deliver using the 2022/23 Capability and Ambition Fund.

Select the next initiative you are delivering

Cycle training

Q81. What audience are you targeting with this initiative?

Schools

Q82. What is the name of the activity (or activities) you are delivering under this initiative? (e.g. led walks) (max 20 words)

Continuation of Peterborough Bike It programme to deliver active travel activities

Q83. What amount of funding are you seeking for this initiative?

40000

Q84. What are the expected number of activities you are delivering? (e.g. number of cycle training courses)

22

Q85. What is the expected number of participants for this initiative?

8000

Q86. What are the expected start and end dates for this activity?

Start date 01/11/2022

End date 31/10/2023

Q87. Do you want to add another initiative?

No

Section B: Behaviour Change

Q175. What is the total number of participants you aim to reach across all of your behaviour change initiatives?

Note: if you expect someone to participate in more than one activity, only count them once

12624

Q176. How will the behaviour change activities that you intend to deliver support the objectives of the fund and your local strategic objectives? (300 words max)

This section meets 'Behaviour change initiatives objectives items 3, 5 and 7 in scope on pg. 3'.

It supports the objectives set out in the second Cycling and Walking Investment Strategy (CWIS2): to increase the percentage of short journeys in towns and cities that are walked or cycled, to increase active travel and improve the percentage of 5-10-year-olds who usually walk to school, with a specific focus on increasing participation from under-represented groups. It supports schools, workplaces and communities to promote increased levels of walking and cycling for everyday journeys including to school and work. A dedicated Bike It officer will support schools across the Combined Authority region addressing school gate parking and encourage park and stride; promote cycling, walking and scooting while reducing vehicle and pedestrian conflict at the school gate and also improving air quality outside schools. There will be pre and post intervention monitoring including parent surveys to assess the effect of the intervention.

Campaigns are targeted to encourage more people to start cycling, ride more often; cycling for transport; increase the use of existing cycling infrastructure and boost participation in local cycling initiatives (Bike share, Bike to workday).

Internal audits will capture the progress of each project at 6 and 12 months as part of monitoring and evaluating to collect evidence of impact to inform optimisation of future programmes.

There is potential to change travel behaviours - two out of every three personal trips are within five miles, an achievable distance to cycle for most people. For school children, the opportunities are even greater as more than 90% live within a 15-minute walking catchment from a primary school. By encouraging active travel and support initiatives that create behaviour change, will improve the health and wellbeing of our communities and contribute towards our net zero carbon ambition.

Section C: Value for Money

Q177. Which of the following sources of evidence have been considered in making a value for money judgement? (Tick all that apply)

Cost benchmarking comparisons

Appraisals for past spending

Programme-level appraisals

Appraisals using the Active Mode Appraisal Toolkit

Q178. Please set out the evidence collected which demonstrates why this spending would be expected to deliver value for money: (300 words max)

Analysis of previous Capability Fund 2021/22 for behaviour change activities, LCWIP development, and funding for other associated costs related to Active Travel were undertaken to identify best practice, set targets and complete value for money assessments.

Where able, a BCR was calculated for the noted projects, using the Active Mode Appraisal Tool. Some examples of initiatives that have demonstrated value for money include:

- Bike It Officer: for each £1 of spending, the project is expected to deliver £3.64 of benefit. BCR of 3.64, is a high value return for money.
- Cycle training for individuals and families at Northstowe Phase 1 and Alconbury Weald: for each £1 of spending, the project is expected to deliver £1.78 of benefit. BCR of 1.78, is a medium value return for money.
- Four cycle campaigns with Love to Ride: for each £1 of spending, the project is expected to deliver £3.66 of benefit. BCR of 3.66, is a high value return for money.
- Bike It programme: for each £1 of spending, the project is expected to deliver £2.36 of benefit. BCR of 2.36, is a high value return for money.

LCWIPs have been based on the following prioritisation criteria for our cycling schemes:

- Economy: based on distance and number of additional cyclists and partial funding available.
- Effectiveness: forecast increase in cycling trips and improvements in road safety.
- Policy: improved transport connections and provides a route to school.
- Deliverability: scheme feasibility or deliverability and environmental constraints.
- Connectivity: integration with other schemes and contribution of the scheme to the overall network development.

For more information on the criteria, see here: <https://consultcambs.uk.engagementhq.com/ccc-local-cycling-and-walking-infrastructure-plan-consultation-2021>

Section D: Public Sector Equality Duty

Q179. Will the initiatives you are delivering through the Capability and Ambition Fund be specifically targeted at people with any of the following protected characteristics? (Please tick all that apply)

age

being pregnant or on maternity leave

disability

sex

Q180. Please outline how you will meet your public sector equality duty obligations to have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations between different people (with reference to the protected characteristics above) when delivering your Capability and Ambition Fund programme (300 words max)

Cambridgeshire and Peterborough Combined Authority and its constituent local authorities Cambridgeshire County Council and Peterborough City Council are committed to meeting our Public Sector Equality Duty. When making decisions of a strategic nature about how to exercise its functions, we have due regard to the desirability of exercising them in a way that is designed to eliminate discrimination and reduce the inequalities of outcome relating to the Protected Characteristics and resulting from socio-economic inequalities.

From the development of the LTP and LCWIPs, through to the active travel policies, we have undertaken Equality Impact Assessments throughout the process. As a result, this proposal including all the activities in the proposed programme has had its equality impact assessed.

Due to the diverse mix of urban and rural nature within the area, and the known economic and health inequalities, we also consider the public sector socio-economic inequality duty in addition to the Protected Characteristics identified above.

We use research data and consultation evidence to identify the equality impacts of this proposed programme. We acknowledge that the proposed investment, in itself, does not have negative impact as it will raise the standards of skills, capability and infrastructure. However, by prioritising active travel improvements over schemes that would encourage continued car use, some proposed initiatives may negatively impact car journeys and those that rely on travelling by car such as disabled drivers, women that trip-chain for combined care and work duties. To mitigate the impacts, this Fund proposal will be considered alongside other transport strategies and funding. The outcomes and impacts will be dependent on specific scheme details. The funded programme will be monitored and evaluated as detailed in the section below.

We always ensure that all behaviour change activities are inclusive and address any barriers that people face that prevent them from cycling.

Section E: Monitoring and Evaluation

Q181. The guidance documentation for the Capability and Ambition Fund sets out the monitoring and evaluation requirements for each local authority to undertake. Are you confident that your authority will be able to meet these requirements?

Yes

Q182. Do you agree to participate in the National Evaluation if relevant?

Yes

Section F: Other activities

Q183. Are you intending to use the Capability and Ambition Fund in tandem with any of the following national DfT-supported programmes? (Please tick all that apply)

Bikeability

Other (please specify):
Sustrans and Love to Ride

Q184. Are you intending to use your Capability Fund allocation in tandem with any of the following sources of capital and revenue funding? (Please tick all that apply)

Levelling Up Fund

DfT funding for local transport planning

Other (please specify):

Rolling Fund / Capitalisation Developer funding: S106 Contribution and Community Infrastructure Levy

Q185. Please describe how your Capability and Ambition Fund programme will work alongside these other funding sources/programmes to activate infrastructure and enable more people to walk, wheel and cycle: (300 words max)

The Combined Authority working with Peterborough City Council applied for a £48m Levelling Up Fund 2 bid for Peterborough Station Quarter. The bid includes extensive walking and cycling improvements within the Station Quarter itself and links to the Station particularly from the west. These improvements will form a key part of the LCWIP delivery.

For the Capability building activities we have contributed:

- £250k towards Scheme Planning and Design of LCWIPs from our rolling fund / capitalisation.
- £30k from LTP Integrated Transport Block Strategy development towards further input on Active Travel policy development (Greater Cambridge / East Cambs. / LCWIPs).

We will also be charging £90k to scheme promoters for Active Travel scheme audits and £40k to developers for pre-application advice on transport assessments.

The Capability and Ambition Funding will provide funding to support a dedicated Bike It Officer. This will support schools in active travel activities with interventions to include pupil, staff, parent and community to encourage more active travel to school while reducing vehicle and pedestrian conflict at the school gate. We will continue to deliver cycle trainings via Bikeability for individuals and families at Northstowe Phase 1 and Alconbury Weald to encourage communities and workplaces in cycling whilst reducing vehicle use.

Love to Ride Cambridgeshire and Peterborough programme is returning after two years with four major cycle campaigns over 12 months to engage and support new and returning participants throughout the region including specific areas and communities. Past experience has shown that the programme will have a positive change in attitudes towards cycling, attracting new riders and increases cycling frequency for work or leisure.

End of the proforma

Q186. Are you happy to submit your proforma?

You can save a copy of your proforma once you have submitted.

To print your response: Select 'Print and Save Response' Go to the drop down box labelled 'printer' Select 'save as PDF'.

Yes



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Agenda Item No:4.8

E-Scooter Update and Next Steps

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	19 October 2022
Public report:	Yes
Lead Member:	Mayor Dr Nik Johnson
From:	Anna Graham, Transport Programme Manager
Key decision:	No
Forward Plan ref:	Not applicable
Recommendations:	The Combined Authority Board is recommended to: <ul style="list-style-type: none">a) Note the outcome of the e-scooter report and,b) Approve the extension to the e-scooter trial in Cambridge to 31st May 2024.
Voting arrangements:	A simple majority of all Members present and voting To be carried, the vote must include the vote of the Mayor, or the Deputy Mayor when acting in place of the Mayor.

1. Purpose

- 1.1 To seek approval from the Combined Authority Board for the extension of the e-scooter trial in Cambridge to 31st May 2024

2. Background

- 2.1 In the summer of 2020 the Department for Transport (DfT) fast tracked the introduction of trials for e-scooters to support a green restart of local transport. The Combined Authority with its partners and operator VOI, launched in October 2020 the e-scooter trial in Cambridge with e-bikes in circulation since February 2021.
- 2.2 The Cambridge e-scooter trial has been extended twice, with approval from the Combined Authority Board (29th September 2021 and 30th March 2022) and is due to expire on 30th November 2022.
- 2.3 In late June the DfT wrote to e-scooter trial areas asking for the trials to be extended to enable DfT to gather further evidence where gaps are identified, building on the findings of the DfT current evaluation.
- 2.4 The correspondence from DfT also included an overview of the intention to introduce a new vehicle category. The Queen's Speech in May this year the government announced its intention to introduce legislation on the future of transport in the new parliamentary session as part of a Transport Bill.
- 2.5 A new independent low-speed, zero emission vehicle (LZEV) category is expected to be created and subsequently make regulations that will legalise e-scooters under new rules, as well as proposing new powers for local transport authorities to manage rental operations for pedal cycles, e-cycles, and e-scooters through a rental permit scheme. Timescales for the new legislation is not yet known, however, DfT will continue to engage with trial areas while legislation is being developed and will also consult publicly before any secondary regulations for e-scooters and the rental schemes are made.
- 2.6 Whilst local authorities can withdraw from the e-scooter trials, the move towards new legislation means that the trials continue to have significant value, as well as providing a practical example of how better regulation can encourage responsible use. DfT continues to gather trip data and monthly incident reports to inform policy development.

3. E-Scooter Extension

- 3.1 The Combined Authority's Analysis and Evaluation Team, commissioned by the Transport Team, undertook a review of data for the e-scooter trial in Cambridge. The review focused on who rides the e-scooters, where are users of e-scooters going, safety of e-scooters in Cambridge and modal shift.
- 3.2 Three types of data were used, provided by the e-scooter operator VOI. The first type was 'ride' data, information recorded every time a scooter is used. The second was 'survey' data, in depth questions answered by a sample of riders in Cambridge during July 2021 and February 2022. The third is Incident data, which details all safety incidents that have occurred during the trial. The review also used secondary research to bring greater depth to the analysis.

- 3.3 The review of the data showed that since the beginning of the trial the number of rides taken has dramatically increased from the monthly count of 461 in October 2020, to a count in May 2022 of 95,410. Indeed, the introduction of this form of micro-mobility has been so successful that in just over two years the trial has surpassed its one millionth ride. The data in the review is up until May 2022. The data shows that a total of 82,365 people have taken an e-scooter trip. With 65% of these riders taking more than one trip in the city, e-scooters have become an important component of travel for residents and visitors.
- 3.4 The majority of the riders using the e-scooters are under the age of 34 and are male. The difference in male and female usage of e-scooters is consistent with national analysis of micro-mobility, including cycling. However, research local to Cambridge suggests cycling is closer to being gender neutral with 46% of cyclists being female.
- 3.5 Analysis of the time-of-day usage data showed that only 3.9% rides took place in the morning peak while 19.3% were in the afternoon peak period. This could indicate that individuals are taking one way commuter trips, or it could indicate leisure rides after work finishes. However, 22% of respondents to the July 2021 survey stated their purpose was commuting which has increased in the February 2022 survey to 30% which may support the view that one way commuting is taking place.

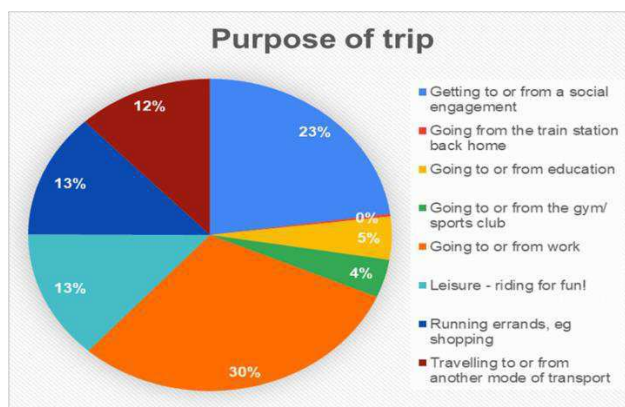


Figure 1 shows February 2022 Survey responses trip purpose.

- 3.6 Employment status was also considered to understand further the potential usage for commuting. The majority of users of the e-scooters are in full time employment followed by students. Figure 2 shows the February 2022 survey results of respondents employment status.

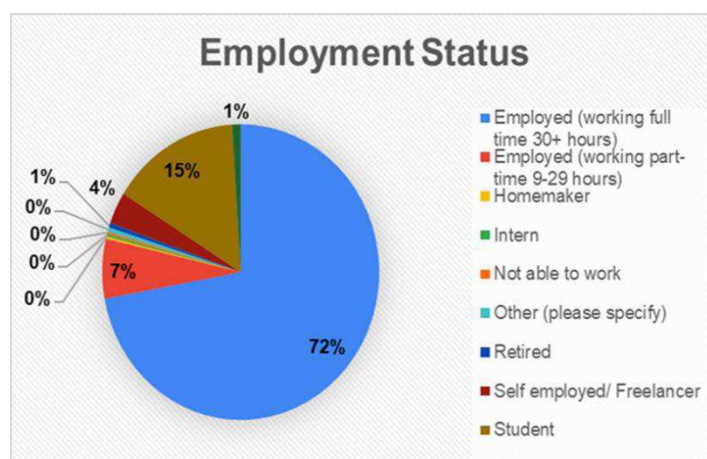


Figure 2 February 2022 Survey results showing employment status

- 3.7 The data review suggests that e-scooters are being used by those with disposable income and the trial could look to increase usage by those on lower incomes. It is important to note that VOI offer three discounts, one of which is 'VOI for All' that offers a 50% discount for low-income groups. Further promotion of the available discounts could increase usage among low-income groups.
- 3.8 Safety analysis was also a key section of the data review. In the July 2021 VOI user survey it asked, to what extent do you agree with the statement 'I Feel Safe riding a Voi E-Scooter' (on a graded scale) 29.7% of respondents chose the strongly agree end of the scale (with a minimal percentage choosing to disagree). This suggests that those that use e-scooters generally feel comfortable about their safety but there is further room for improvement. The DfT commissioned a report into the perceptions of current and future e-scooter use. The report shows that safety was seen as the overriding disadvantage among respondents, cited by 53%. Within this, 41% were concerned about the safety of pedestrians, while 35% mentioned rider safety.
- 3.9 The Safety data used categorises the severity of the incidents, Level 0 equates to damaged material items/ property (cars, bikes, property, phones). Level 1 is minor physical damages such as scrape, scratches, and bruises. Level 2 are major injuries, including broken bones, sprains, lacerations, concussions. Level 3 are severe injuries, injuries requiring surgery or serious medical treatment and Level 4 are critical or fatal injuries.
- 3.10 In Cambridge, no incidents have occurred at Level 3 or 4 severity. The common most injury has been bruising. Analysis shows that Cambridge is around the UK average for slight and serious incidents.

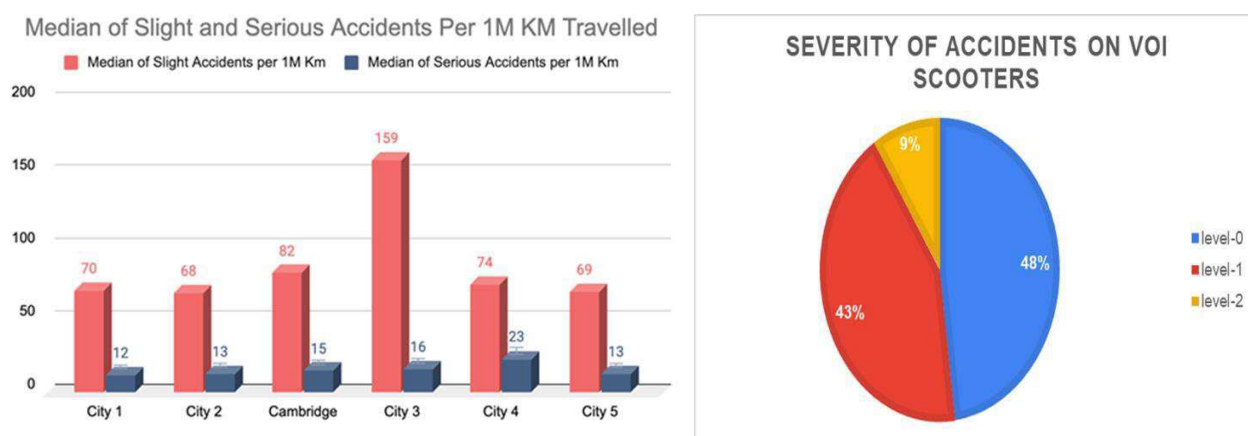


Figure 3 and 4 shows Cambridge City incidents compared to other cities. Figure 4 shows severity of incidents in Cambridge.

- 3.11 Reduction of all incident types is important and going forward thought for how future networks are designed to better cater for e-modes will need to be considered. However, in the meantime a number of safety measures are in operation including,
- Online safety test;
 - Online safety school;
 - New e-scooter fleet with turning indicators, a reinforced fender and improved suspension to aid shock absorption and impact of cobblestones;

- In person safety events that include giving away free helmets;
- The app has a reaction test to mitigate intoxicated use;
- Helmet selfie which awards loyalty points for wearing a helmet; and
- Users can opt to reduce the speed from 12.5mph to 9mph.

- 3.12 Analysis has shown that 51% of users are currently taking the opportunity to complete the safety school and the trial should look to build on this figure.
- 3.13 The average distanced travelled by e-scooter is 1.5 miles fitting into the first – last mile transport area. Analysis of modal shift showed that 32% of users would have used a car to make their journey if they had not used an e-scooter. A larger proportion would have either cycle or walked. Whilst e-scooters do not have the same health benefits as active travel, some activity in using an e-scooter is involved and appears to attract those who would not have considered micro-mobility previously to switch their use away from cars.
- 3.14 The data review concludes that e-scooters are a valuable addition to the urban transport scene that not only encourages a move away from polluting alternatives but expands convenience and encourages economic activity.
- 3.15 The Combined Authority continues to work closely with VOI, Cambridgeshire County Council and Cambridge City Council about the operation of the e-scooters, including identifying suitable locations for e-scooter parking racks.
- 3.16 Cambridgeshire Police have also been engaged, particularly about the extension of the existing trial and are supportive. The Police and the Combined Authority are exploring ways for the trial to share data with the police and to develop a communications strategy to target illegal use of privately owned scooters.

4. Financial Implications

- 4.1 None.

5. Legal Implications

- 5.1 There are no specific legal implications identified as arising as a result of the implementation of the recommendations in this report, however Legal Services should provide advice and support on any legal aspects of extending the trial.
- 5.2 Upon approval of the trial extension the Concession Contract between the Combined Authority and VOI shall be extended to 31st May 2024.
- 5.3 Upon approval of the trial extension the DfT will issue an updated Vehicle Special Order (VSO) enabling the use of e-scooters as part of the trial.
- 5.4 Whilst the existing Experimental Traffic Regulation Order (ETRO) will continue to be valid enabling e-scooters to use cycle and busways it will expire before the end of the extension period of 31st May 2024. It is unlikely that another ETRO will be used and therefore, the Combined Authority and Cambridgeshire County Council will consider alternatives. Other trial areas have used Traffic Regulation Orders with a view that if the trial is not continued the order would be rescinded.

6. Public Health Implications

- 6.1 Whilst the data shows that a large proportion of e-scooter users would have walked or cycled as an alternative way to make their journey, a total of 32% would have used a car demonstrating that there is modal shift away from car use – contributing to improvements to air quality.
- 6.2 Analysis of incident data has shown that Cambridge is around the UK average for slight and serious incidents. There are a number of safety measures in operation, including in person events.

7. Environmental and Climate Change Implications

- 7.1 Analysis has shown a modal shift of 32% of respondents to surveys using e-scooters as alternative to the car.
- 7.2 In addition, within Cambridge city VOI uses electric vans and e-cargo bikes to carry out its operations.

8. Other Significant Implications

- 8.1 None.

9. Appendices

- 9.1 Appendix 1 – E-Scooter Data Review.

10. Background Papers

- 10.1 None.

Introduction

Cambridge has always been known as Britain's Cycling City, but recently it has adopted a new form of micro-mobility, the E-Scooter. With the approval of the Cambridgeshire and Peterborough Combined Authority (CPCA) and against a background of rapid population growth, VOI, a Stockholm based E-Scooter company has been conducting an extended trial.

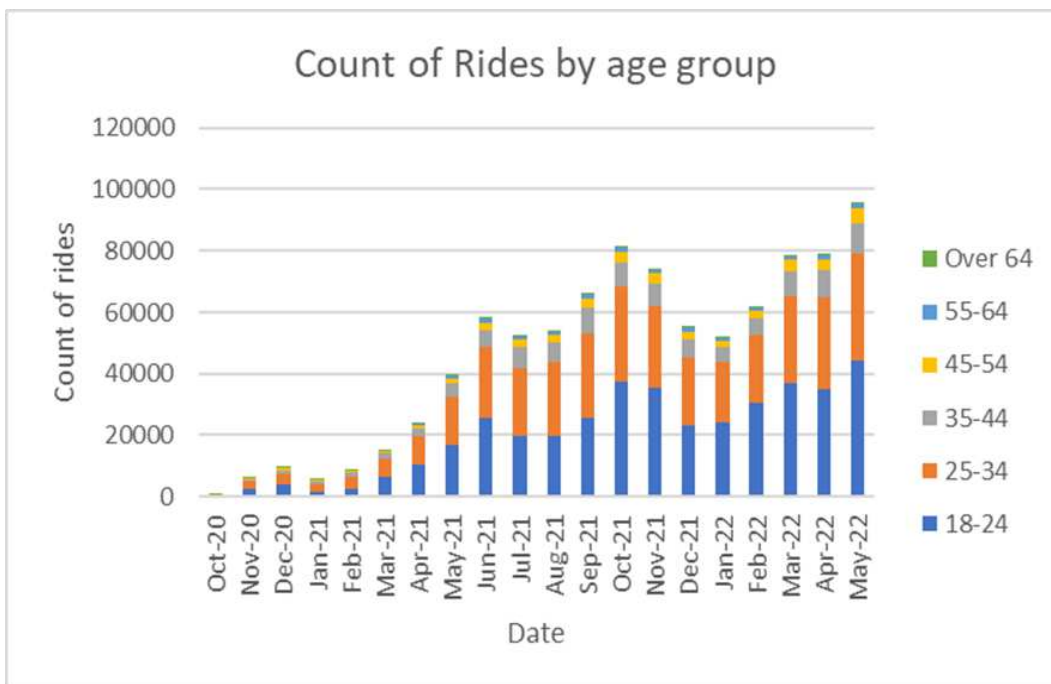
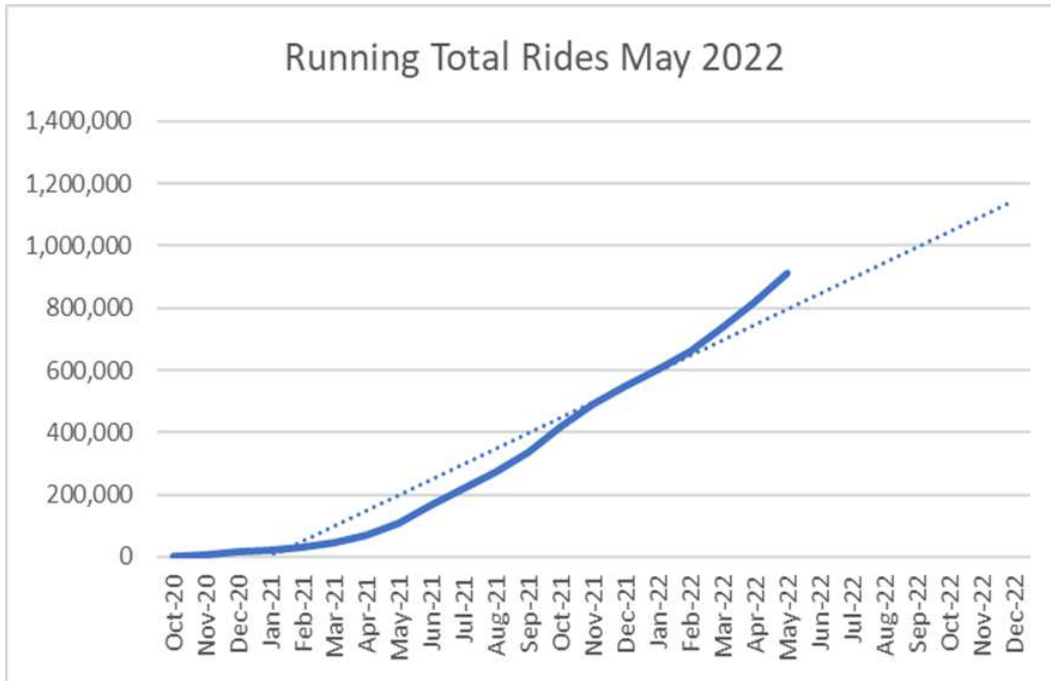
The 2021 Census confirmed that Cambridge is one of the fastest growing places in the UK. The population has increased by 17.6%, from around 123,900 in 2011 to 145,700 in 2021. This is higher than the overall increase for England (6.6%). As of 2021, Cambridge is the fifth most densely populated of the East of England's 45 local authority areas, with around 26 people living on each football pitch-sized area of land¹. With this increase in density comes the need to provide a range of cost-effective mobility choices for city residents. Choices that support the wider sustainability goals for the city, cutting CO2 emissions and improving air quality. In this group of data stories, we explore how the adoption of E-Scooters could help.

We use three sources of data across our data stories that has been made available from Voi to look at usage in more detail. The First is 'ride' data, information recorded every time a scooter is used. The second is 'survey' data, in depth questions answered by a sample of riders in Cambridge during July 2021 and February 2022. The third is 'incident' data, which details all safety incidents that have occurred during the trial. We have complemented this with the use of secondary research (reviewing other literature and studies) to bring greater depth to the analysis.

Part One - Who Rides the Scooters

Since the beginning of the trial, the number of rides taken has dramatically increased from the monthly count of 461 in October 2020, to a count in May 2022 of 95,410. Indeed, the introduction of this form of micro-mobility has been so successful that in just over two years Voi have recently confirmed that the number of rides has surpassed 1,000,000! As of May 2022, a total of 82,365 people have taken an E-Scooter trip. With 65% of these riders taking more than one trip in the city, E-Scooters have become an important component of travel for residents and visitors.

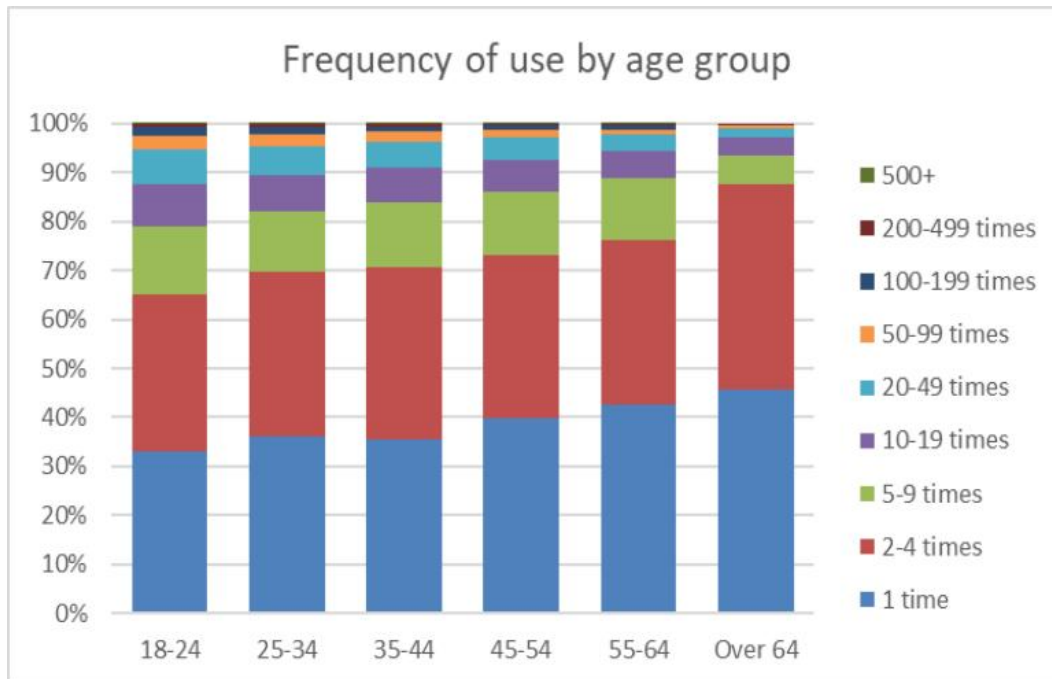
¹ [How the population changed in Cambridge, Census 2021 - ONS](#)



Age

As is common with new technology, usage of E-Scooters is concentrated amongst the young. We have analysed the ride data to separate rides taken by users and the individual riders. This shows that 44% of rides and 40% of riders are 18-24 and 39% of rides and riders are 25-34 (83% of rides and 79% of riders are under 34). At the other end of the age spectrum only 0.15% of rides and 0.34% of riders are over 64. Frequency of use by age group shows a decline in proportion of high frequency use the the higher the age bracket. The proportion of users that use an e-scooter in the lower use brackets (between 1-4 times) increases from 65% of 18-24's to 88% of over 64's. Average Distance

travelled differs by age group with it increasing with age, the only exception to this is the over 64 age group whose mileage is on a par with the 25-34 age group.

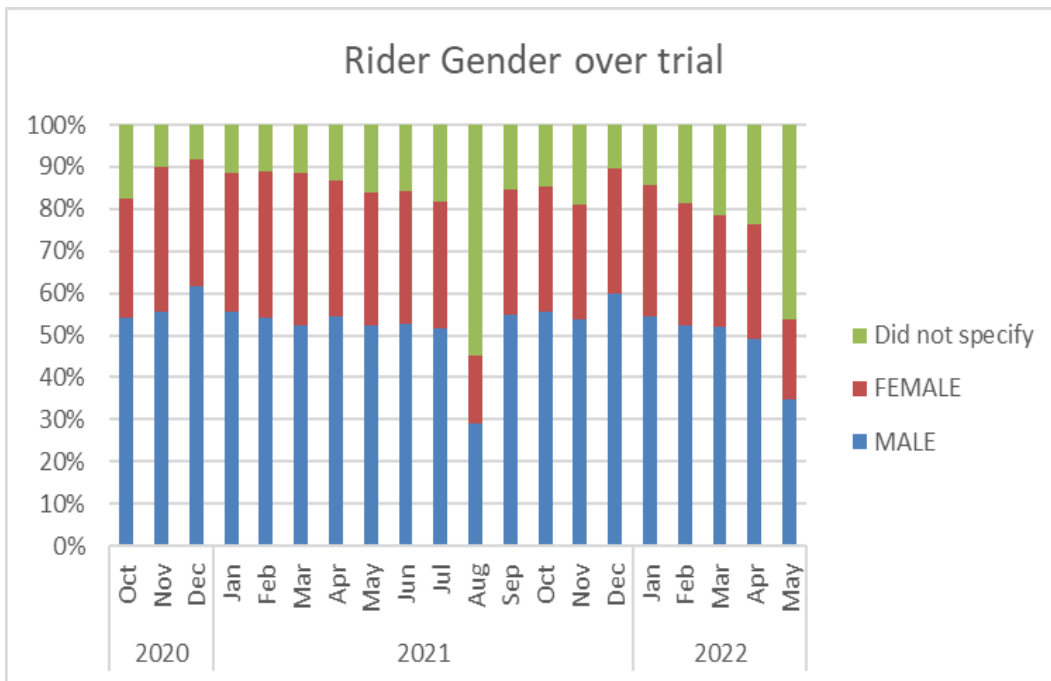
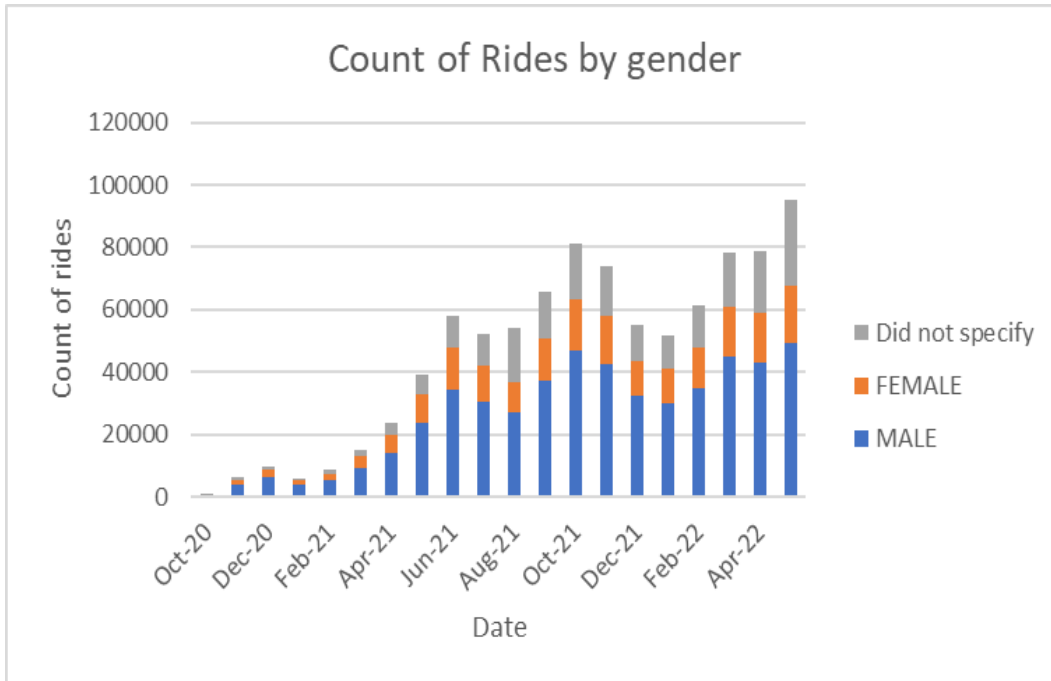


Gender

The starkest difference in the user data can be found in the gender breakdown of ride data. The Voi data can be interpreted in different forms. Of all riders to have taken at least one ride, riders reported that 51% were male, 28% were female and 21% did not specify. When looking at all rides by gender it is reported that 57% were male, 21% were female and 22% did not specify. The graphs below show the total rides data over time. The majority male ridership is consistent across national analysis of micro-mobility, including cycling. Cycling UK in their Cycling Statistics 2022 publication report that Men take 2.5 times more trip than women. However, it is inconsistent with cycling research local to Cambridge (2017 GCP 'Big Conversation' travel survey)² which suggested Cambridge cycling is closer to being gender neutral with 46% of cyclists being women. A study explaining Gender Difference in cycling behaviour in the United States³ highlights that a higher proportion of women intercepted cycling did not have children compared to the men asked. This report puts this down to women taking larger 'household responsibilities,' however looking at the gender breakdowns across age groups in Voi Ride data there doesn't appear to be a large drop off in female participation in e-scooter travel in common childbearing years, but rather a general decline in gender share as age increases. Other key aspects noted in the study were that women were more receptive to safety concerns than men, and exposure to cycling in childhood made use more likely. From these points it can be argued that Cambridges cycling culture perpetuates a gender-neutral engagement from citizens and improvement to cycling lanes has put to ease safety concerns. Female riders may be put off by the perceived safety concerns regarding e-scooters, however such conclusions would need further research to gather more evidence than is currently available.

² [Data Story Series: What we know about cycling in and around Cambridge: Episode One | Cambridgeshire Insight Open Data](#)

³ [Explaining Gender Difference in Bicycling Behavior - Catherine R. Emond, Wei Tang, Susan L. Handy, 2009 \(sagepub.com\)](#)



Part One - Conclusion

The number of riders in Cambridge is increasing at a significant pace. The data provided confirms a common theme among journal articles. That the main users of e-scooters are young and male. This can be partially explained with reference to younger age groups having an orientation towards trying new things as well as the presence of a very large student / post-graduate population in the city. The gender disparity is a common theme of micro-mobility, Literature on the subject makes a go of trying to find the reason for this, but without local surveys asking women to give their views we risk making large gender-based assumptions. An issue with the ride data is that there are a significant proportion of individuals that do not specify their gender. If women make up the vast majority of those who do not specify, in theory participation could be more gender neutral. Improvements could be made to ride data collection by offering broader gender identity choices, being inclusive while

capturing the reality of demographic trends. As E-Scooters mature into the daily lives of our cities we may well see higher adoption from women and older age brackets. The priority in the meantime is to make sure any fears are allayed and the benefits of using such a device are widely known.

Part 2 - Where do they go?

Cambridge as confirmed in our previous data story is experiencing an increase in the number of rides of E-Scooters. However, to truly understand the benefit for users we must look at where riders travel and the purpose of the trip. To understand this, we need to look deeper past the ride data into the survey data to understand what they are used for in Cambridge.

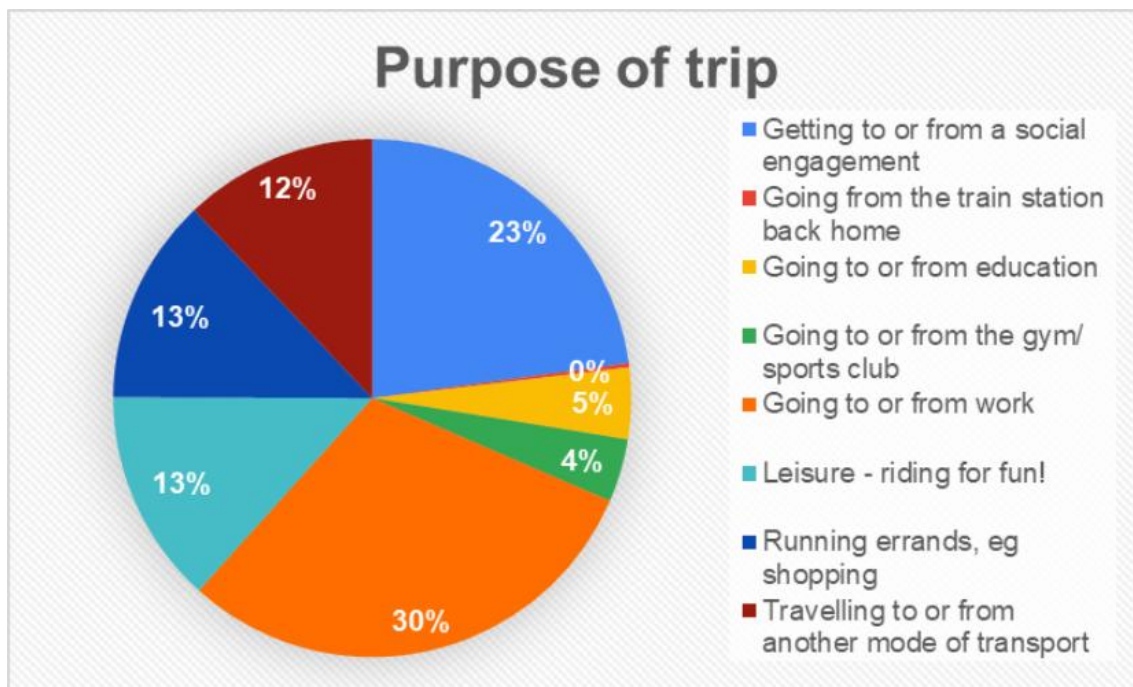
When riders choose to travel can help show their motivations. Our first step in the analysis was to work out if E-Scooters were used as a commuting method. Using ride data we calculated the total number of trips taken by hour of the day and day of the week. Assuming that peak commuting times were summarized as being between 7am-9am and 4pm – 7pm.

The table below shows the percentage of trips taken in a particular hour of the week as a proportion of all rides taken. To estimate the proportion of rides taken for commuting purposes, the numerator used was hours during work week at peak commuting times, divided by the denominator all trips taken. This calculation results in 23.21% were at the assumed peak commuting times. However, only 3.94% took place in morning peak times, while 19.28% were in the late afternoon peak times. In addition, on the weekend ride count was high during the PM peak. This suggests that either individuals are taking one way commuter trips, or the afternoon peak times are not representative of commuters and rather show rides for leisure activities after work finishes. This would mean that commuting is not a substantial proportion of total rides.

Hour of day	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
24	1.82%	1.56%	1.91%	1.82%	2.00%	3.02%	4.36%
1	0.99%	0.89%	0.99%	1.06%	1.10%	2.10%	2.70%
2	0.66%	0.58%	0.64%	0.72%	0.73%	1.43%	1.80%
3	0.55%	0.46%	0.54%	0.60%	0.55%	0.99%	1.31%
4	0.43%	0.38%	0.38%	0.38%	0.47%	0.68%	0.85%
5	0.69%	0.67%	0.67%	0.64%	0.58%	0.43%	0.45%
6	2.04%	2.05%	2.02%	1.92%	1.50%	0.80%	0.81%
7	4.12%	4.65%	4.57%	4.37%	3.40%	1.34%	1.27%
8	5.82%	6.24%	5.94%	5.79%	4.89%	2.23%	1.82%
9	4.24%	4.41%	4.15%	4.30%	3.67%	2.92%	3.26%
10	3.65%	3.59%	3.30%	3.43%	3.19%	3.83%	4.51%
11	4.13%	3.79%	3.70%	3.78%	3.79%	5.10%	5.76%
12	4.89%	4.47%	4.50%	4.66%	4.67%	5.56%	6.60%
13	5.43%	4.91%	4.95%	5.07%	5.32%	6.16%	7.22%
14	5.79%	5.16%	5.19%	5.24%	5.56%	6.79%	7.61%
15	6.63%	6.19%	6.18%	6.28%	6.17%	7.16%	7.85%
16	8.46%	8.34%	7.86%	7.95%	7.72%	7.28%	7.66%
17	8.99%	8.88%	8.78%	8.71%	8.23%	7.57%	7.01%
18	7.80%	8.20%	8.38%	8.08%	8.03%	7.03%	6.27%
19	6.32%	6.74%	6.84%	6.62%	6.99%	6.79%	5.84%
20	5.17%	5.05%	5.27%	5.31%	5.88%	5.70%	4.77%
21	4.40%	4.69%	4.74%	4.86%	5.26%	5.15%	4.01%
22	4.00%	4.70%	4.71%	4.62%	5.41%	5.27%	3.50%
23	2.96%	3.39%	3.78%	3.78%	4.90%	4.67%	2.77%

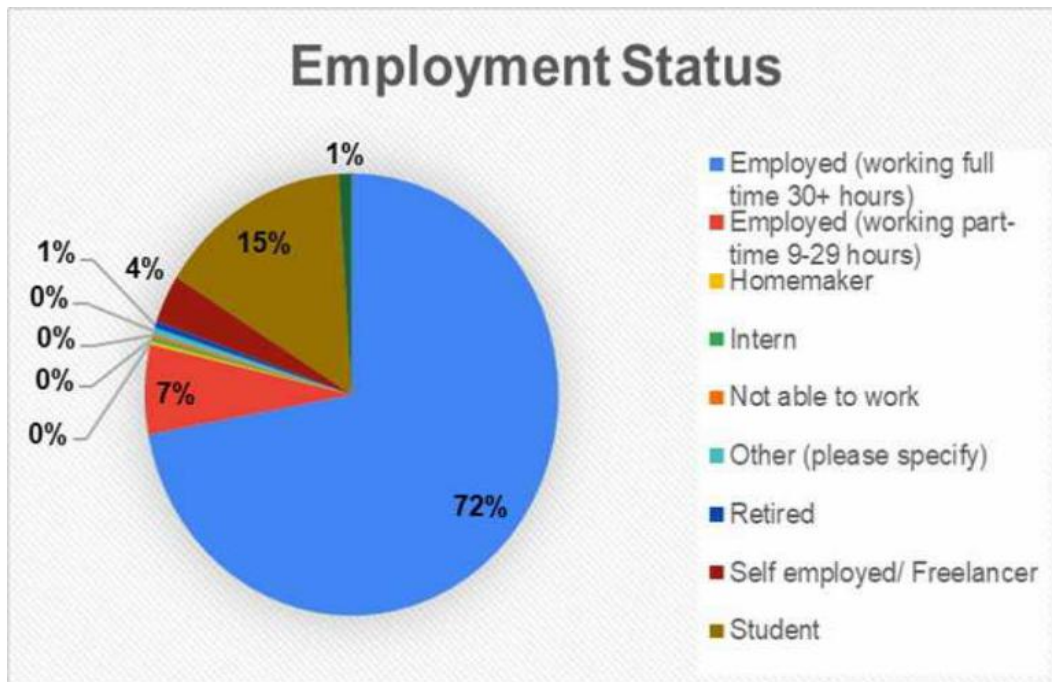
However, despite the given standard error on sample surveys, the survey data for July 2021 shows a proportion at 22% of respondents stating that their purpose of travel was 'commuting', which is similar to the total 23% calculated within commuting times from the ride data. This could mean that the first hypothesis of one-way commutes is more probable. Due to the new nature of the e-scooter, perhaps individuals may be testing the use for travel in the late afternoon when there is less

pressure of being on time. While commuting may be a substantial component of total rider data, total ride data places an emphasis on frequency, those who commute may not be using it to do so frequently and so are a lower share of ride data. Alternatively, as after work peaks are busier in general, a one-way PM commute may be combined with other after work activities. The second highest answer in the July 2021 survey is 'leisure' at 32%, followed by 'running errands i.e. shopping' at 19%. The more recent February 2022 survey shows a jump to 30% of respondents 'going to and from work' becoming the primary reason of travel for participants, followed by going to/ from social engagement at 23% and then leisure and running errands tied at 13% each.



To further explore this, we can look the reported Employment status that can be drawn from the surveys. 68% and 72% respectively of the July 2021 and February 2022 surveys were full-time workers, this group were followed by students at 14% and 15%, part-time employees at 7% for both surveys and self-employed at 6% and 4%. The surveys show very similar results which gives us confidence that these are accurate. The clear conclusion that can be taken from these figures is that the groups that use E-Scooters have the most have disposable income available to them. Research backs this up with a study investigating the relationship between low income and E-Scooter usage in the United States showing 'that low income negatively impacts e-scooter use in terms of number of trips, with all cities in the study showing decreases that range between 2.2% and 23.3%.'⁴ Voi do offer various discounts to make rides cheaper for those on lower income, e.g. VOI 4 All. However, a further study would be needed to determine whether take-up in Cambridge bucks this trend.

⁴ [Causal effect of low-income areas on shared dockless e-scooter use - ScienceDirect](#)



A point that is worth considering when observing where people travel and their reasons is the surrounding infrastructure to facilitate such use. A study on behavioral intervention for micro mobility adoption in New York explores how nudges, policy designed to create a change in behavior, that being towards adoption in the case of E-Scooter's. The study found that the 'biggest obstacles in adoption attitudes is the lack of e-scooters, be it ownership or provision of shared rental systems.'⁵ Clarifying that this 'is unique to e-scooters as a budding technology.' Currently in Cambridge we have designated hubs where E-Scooters are grouped to facilitate easy access for potential users. An example of this are the two hubs by Cambridge Station. This enables the use of Scooters for the last mile of travel as part of a commute that started with the train. The Greater Cambridge Greenways project is an example of infrastructure designed to encourage cycling between our market towns and into the centre of Cambridge from the surrounding area.⁶ Such routes with the creation of new E-Scooter hubs, could become the arteries of a major micro-mobility shift. However, such a move would need local support and observation to monitor whether there was an impact on cycling take up.

Part Two - Conclusion

Survey respondents highlight use for commuting as the most popular reason for using an e-scooter, however this lining up with the results of the ride data takes a stretch in unusual assumptions, such as heavy commuting use in the late afternoon, but not in the morning. Leisure activities are the second most popular answer with this confirmed by the ride data in when the peak use times are, primarily after the traditional 9-5 working hours, and with heavy usage on the weekend. The survey data shows that the primary users are the full-time employed, this raises questions about the impact of level of income on E-Scooter usage. While the survey does not ask for such information, other studies predominantly in the United States have shown that there is a correlation between low

⁵ [Behavioural interventions for micro-mobility adoption: Low-hanging fruits or hard nuts to crack? | Elsevier Enhanced Reader](#)

⁶ [Greater Cambridge Greenways](#)

income and lower usage of E-Scooters. If policymakers wish to influence behavior, nudge techniques are a valid option, for example where E-Scooters are stationed may induce demand. Projects such as the Greenways initiative for bicycles could be altered to facilitate greater take-up. More detailed studies are needed to tease out finer points on ridership behavior, in particular exploring afternoon and morning usage thoroughly in direct contact with users. These are early days for this new form of transport, commuting as a reason for travel may increase over the coming years with greater acceptance and assurance of reliability.

Part 3 – Safety

Where E-Scooters face most opposition from the public is the perception of an increased risk to safety for users and also for pedestrians that may encounter the E-Scooters. The July 2021 VOI user survey asks to what extent do you agree with the statement ‘I Feel Safe riding a Voi E-Scooter.’ 29.68% of respondents, the largest response group, stated they strongly agree. This suggests that those that use that E-Scooters generally feel comfortable about their safety. The Department for Transport (DfT) commissioned a report by Kantar looking into the perceptions of current and future e-scooter use. The report shows that ‘safety was seen as the overriding disadvantage among respondents, cited by 53%. Within this, 41% were concerned about the safety of pedestrians, while 35% mentioned rider safety.’ In addition, numerous newspaper articles reflect fear to safety with by-lines such as ‘Cambs police would never do anything else if they confiscated every e-scooter used illegally’.⁷ Beyond the title, the article quotes a police sergeant’s view that better education and clear legislation without grey areas should be the priority rather than calling for an outright end to the trial. The article acknowledged that Voi has worked with Police providing an app for officers to report offences such as riding with two people onboard and riding on pavements.

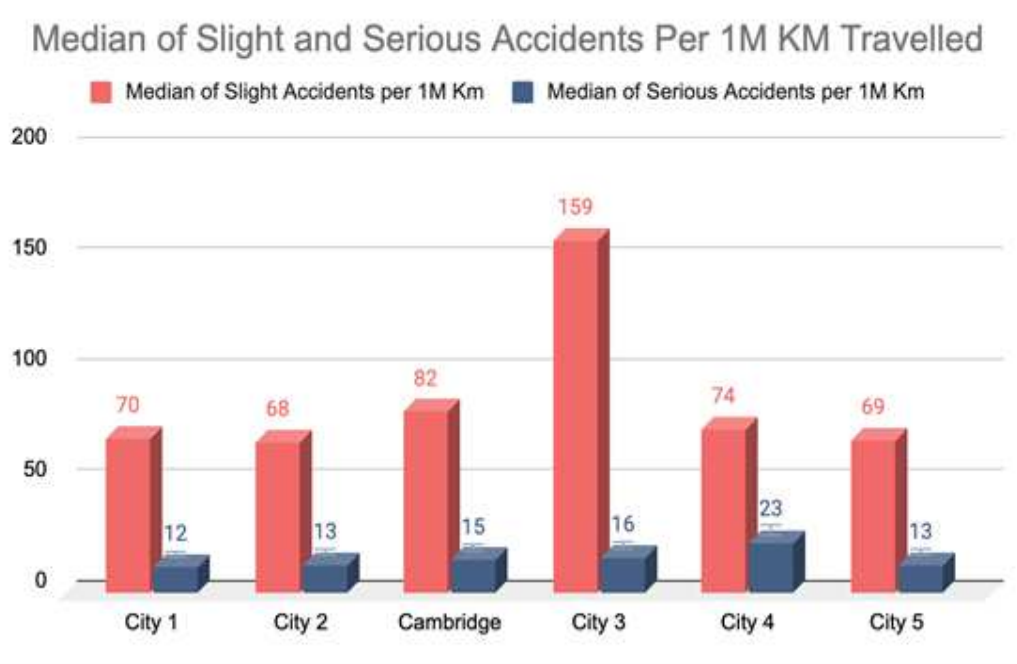
In addition to this Voi has launched a variety of safety measures. Voi has an online safety school called Ride like Voila. The V4 Scooter has replaced all scooters in use. It includes features such as turning indicators, a reinforced fender and improved suspension to aid shock absorption and impact of cobblestones. They have engaged with in-person events on safety issuing free helmets at these events. Scooters have a reaction test feature to encourage riders to think twice before using the scooter intoxicated. They have introduced a helmet selfie feature that awards loyalty points for proving they are wearing a helmet to incentivise use. Therefore, we should consider if negative reactions are a symptom of being a new invention? Despite its destiny to become one of the most popular means of transport the advent of the automobile was not met with widespread affection in the beginning. Critics lamented the displacement of horses and the safety issues, perhaps it is instinctual to be sceptical of the new, especially when concerns about safety arise.

In Collaboration with VOI a study of the severity of musculoskeletal e-scooter injuries in Liverpool (“The Liverpool Study”) in the 7 months following the introduction of an e-scooter rental Pilot scheme showed that the injury rate and pattern is similar to those of bicycles in an inner city metropolitan area with a slightly higher rate of 26.1 injuries per million km ridden compared to 24.1 injuries per million km travelled on bicycles.⁸ An issue apparent is the focus on musculoskeletal injuries, with the report stating that upon a scoping review the most common e-scooter injuries were head injuries, not recorded in the trial. In the Voi Survey 26% of respondents answered that they wear a helmet, with most feeling it unnecessary or inconvenient to carry. Voi’s suggestion of a shared helmet solution had a negative response with 61% of respondents stating they would not use such a scheme. 78.54% of respondents stated hygiene concerns as a primary issue. The graph below shows a clearer image of where Cambridge is in the e-scooter landscape presenting a fuller picture

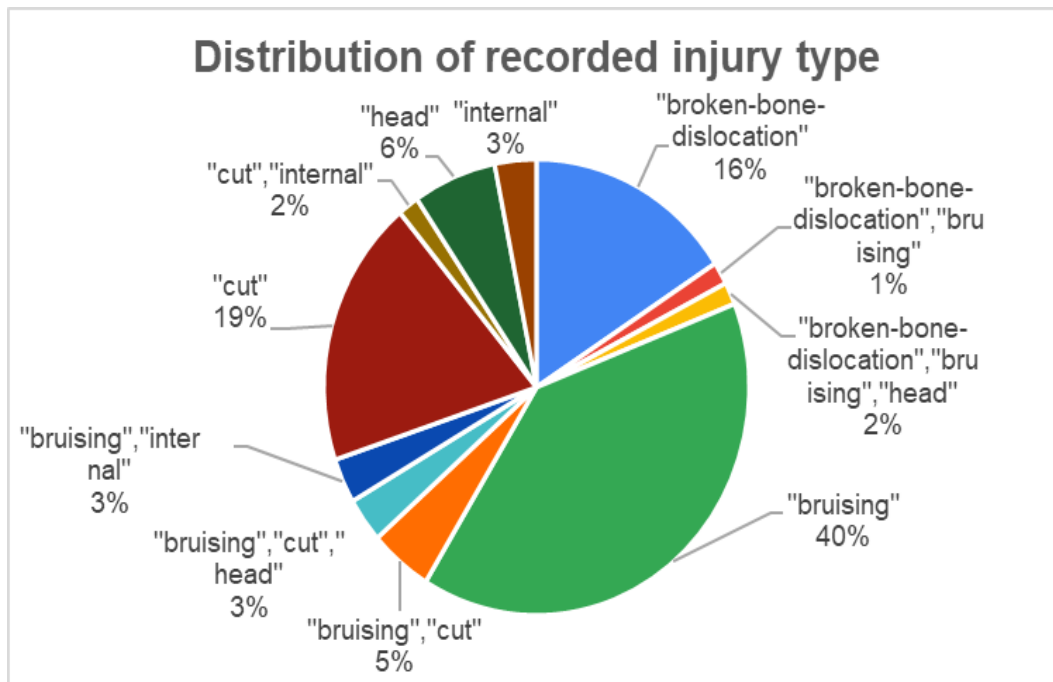
⁷ [Cambs police would ‘never do anything else’ if they confiscated every e-scooter used illegally - Cambridgeshire Live \(cambridge-news.co.uk\)](https://www.cambridge-news.co.uk/news/cambs-police-would-never-do-anything-else-if-they-confiscated-every-e-scooter-used-illegally/)

⁸ [Legalisation of e-scooters in the UK: the injury rate and pattern is similar to those of bicycles in an inner city metropolitan area - ScienceDirect](https://www.sciencedirect.com/science/article/pii/S0969806221000000)

than the Liverpool studies' focus on a particular type of injury. It shows that Cambridge is currently around the UK average for slight and serious incidents as defined by the Department for Transport.

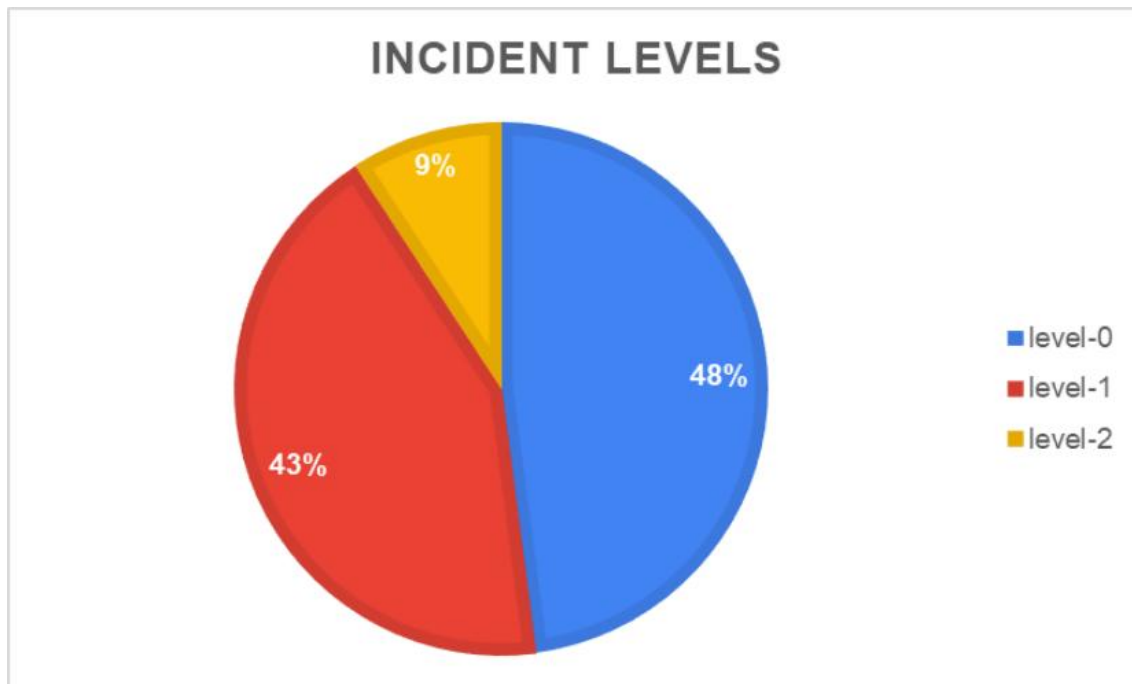


An incident dataset provided by VOI shows that there were 511 incidents ranging from level 0 to level 2, in addition to 1056 almost incidents reported. These are near miss situations that result in no damage to vehicle or any form of injury to the rider or others. Level 0 equates to damaged material items/ property (cars, bikes, property, phones). Level 1 is minor physical damages such as scrape, scratches and bruises. Level 2 are major injuries, including broken bones, sprains, lacerations, concussions and fractures to body. Of the 511 accidents reported, 98 of them reported the type of injury sustained. Below is a pie chart showing the breakdown of the 98 injuries. Bruising appears to be the most common injury at 40% of the 98. This shows an altogether very different result to the Liverpool study with musculoskeletal injuries and head injuries not as significant. However, as this only represents a 1/5 of incidents further studies would have to be taken to confirm the validity of this breakdown.



The Liverpool Study states in the occurrence of injury adherence to rules such as not consuming alcohol, age requirement, driving licence requirement and use of a helmet has been reported to be poor. The study reports that just over 10% of patients had taken alcohol whilst riding e-scooters and over half of e-scooter injuries occurred on pavements or pedestrian zones where pedestrians were also at risk of injury. Voi's survey shows that 94% of respondents know it is forbidden to ride on pavements and 97% know it is forbidden to ride under the influence of drugs or alcohol. While this is more positive, any figure less than 100% can be questioned as not being sufficient, particularly among users engaged enough to take a survey.

While the Liverpool study of Voi data showed that in central areas where accidents were more likely, despite the higher number of pedestrians, they recorded no cases of pedestrian injuries in any area. The Voi incident dataset backs this up showing that pedestrian involvement represents only 2.54% of all accidents, a total of 13 cases over the course of the trial. The findings suggest that riders themselves are most at risk of injury, despite the widespread fear of e-scooters impact on others. Of concern is that in the Voi survey 51% of participants answered that they have completed an online e-scooter traffic school, this figure could be improved upon and consideration should be made to whether such classes could be incentivized to ensure best riding practice and reduce the likelihood of injuries. As shown in the pie chart below, severity of injuries is focused in the first two levels, with the most severe injuries representing only 9% of accidents.



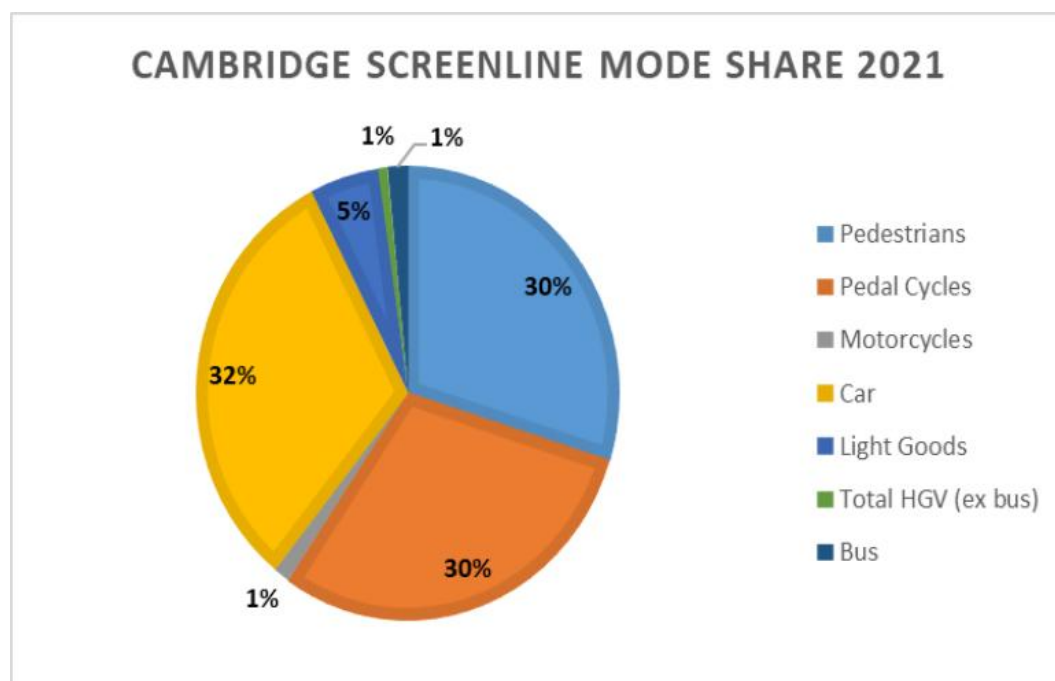
Part 3 - Conclusion

Safety concerns are of key importance going forward to maximise engagement with E-Scooters. Studies and news articles paint a very negative picture of E-Scooter use, while the truth is more nuanced. Safety is an issue, but it is primarily in regards to riders own well-being rather than the safety of pedestrians. A narrow majority have completed a traffic school that teaches fundamentals, most riders surveyed do not use helmets, offers of shared helmets are rejected, not all users realise that riding on pavements and being under the influence of alcohol/drugs are not allowed. However, these are not insurmountable challenges. There is a role to be played by regulation, perhaps by requiring frequent users to take the training. While Voi has taken positive steps to improving safety of scooters, more can be done in relation to helmets and tackling intoxicated use. Trackable shared helmets could be introduced at VOI hubs, when the user has finished use, a drop box could be used for the user to hand-in the helmet, for the operator to clean before reuse to tackle the fear of bad hygiene. The current method of encouraging positive self-responsibility through a reaction test is encouraging but is unlikely to stop an inebriated individual from riding if they are determined to ignore soft warnings. If Cameras were installed on the e-scooters as has been trialed in Northampton⁹ with computer vision technology, after failing the test, the camera could be switched on to record the act. Coupled with clear warnings, this could reduce inebriated use. However, such solutions are expensive by nature and would require effective planning to ensure that they did not make the service significantly more expensive. It should also be noted that beyond Voi, these suggestions could be applied by other companies, including those that operate shared bike schemes. With greater monitoring and innovation the benefits of using e-scooters can be maximised while limiting any risk riders and those within the vicinity of a rider face.

⁹ [Voi launches e-scooter trial of computer vision technology designed to prevent pavement riding \(voiscooters.com\)](https://voiscooters.com)

Part 4 - Modal Shift

People plan their lives around Public Transport. Where we live, where we work and where we socialise are all determined by how, when, and how fast we can travel. Public Transport is often defined by fixed rigid routes concentrated where footfall is highest, these routes do not service customers door-to-door but rely on customers finding a means to travel to both the initial transport node and from the final node to their destination. This issue is referred to as the first mile/last mile problem. The consumer has to settle for the best available fit for their journey, the issue can be amplified by routes not taking into consideration other transport modes such as changing from a train to an inter-city bus. Where travel is inconvenient consumers out of necessity opt for a more tailored route. The primary means of travel is often to rely on privately owned cars; at 32% being the largest mode share of the Cambridge Screenline for 2021.¹⁰ Those without access to a car may opt for the much more expensive taxi, or take Cambridge's famed popular mobility option, the bicycle. Currently traffic count data for the Cambridge Screenline published by Cambridgeshire County council shows that in 2021 Cycling represented 25.09% of total transport. However, this can be physically demanding and while exercise is certainly healthy, building up a sweat before entering the office or meeting friends will not be for everyone. Giving people more choice, more flexibility, more cost effective and less environmentally damaging means of transport must be the focus of local and national government transport plans.



E-Scooter's are a new mode of transport that offer such a solution. The mean distance of a ride on a VOI E-Scooter is 2408 meters, equating to 1.5 miles. According to the Hubbub Foundation, around 50% of car journeys are 2 miles or less¹¹ and walking this distance would take at least half an hour. Users can choose when they use the e-scooter, allowing combination with other forms of transport. In Voi's customer survey, for the July 2021 survey 19% of respondents stated they used E-Scooters in combination with Public Transport, while in the February 2022 Survey this response rises to 28%.

¹⁰ [Road traffic data - Cambridgeshire County Council](#)

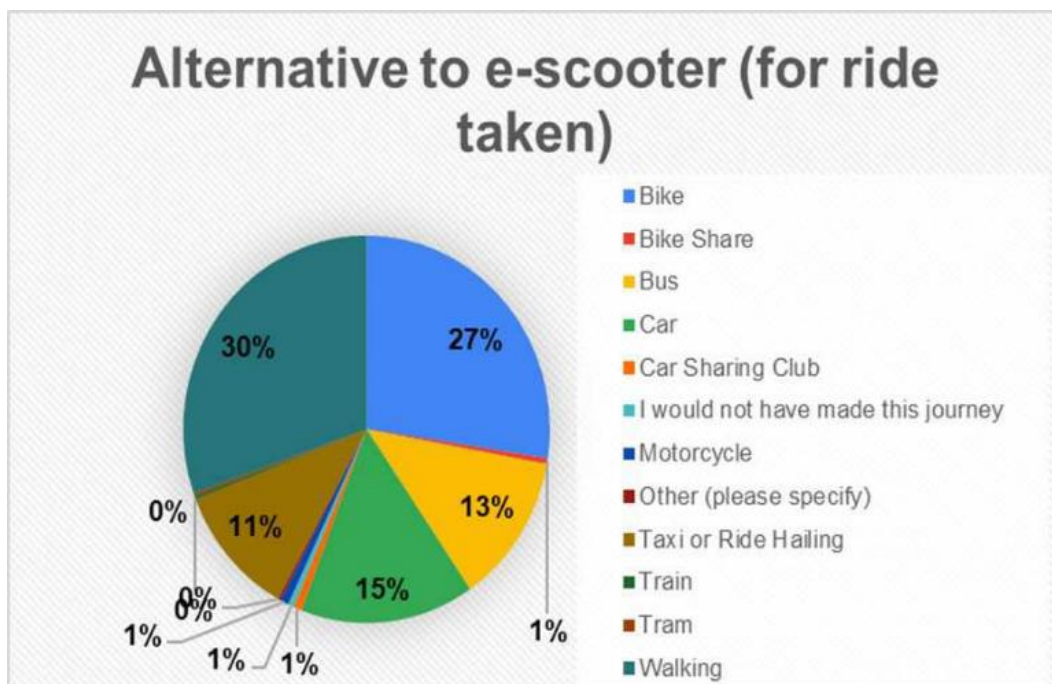
¹¹ [Switch short car journeys to cycle, walk or take public transport | Hubbub Foundation](#)

66% of user surveyed in the Kantar study on perceptions towards E-Scooters main reason for using them was so they can decide where exactly they would like to travel to a specific destination.¹²

E-Scooter use is affordable, which means that a broader demographic of society can make use of them. As use does not require exertion other than balance and standing, E-Scooter's can convince those who would not have considered micro-mobility previously to switch their use away from cars. Furthermore, promotion of shared transport options can be seen as a move towards a circular economy. Whereby we can encourage the switch away from single use or personal use products and services towards shared and reusable solutions. In the context of travel, moving away from a car centric urban environment towards viable permanent solutions to travel needs.¹³

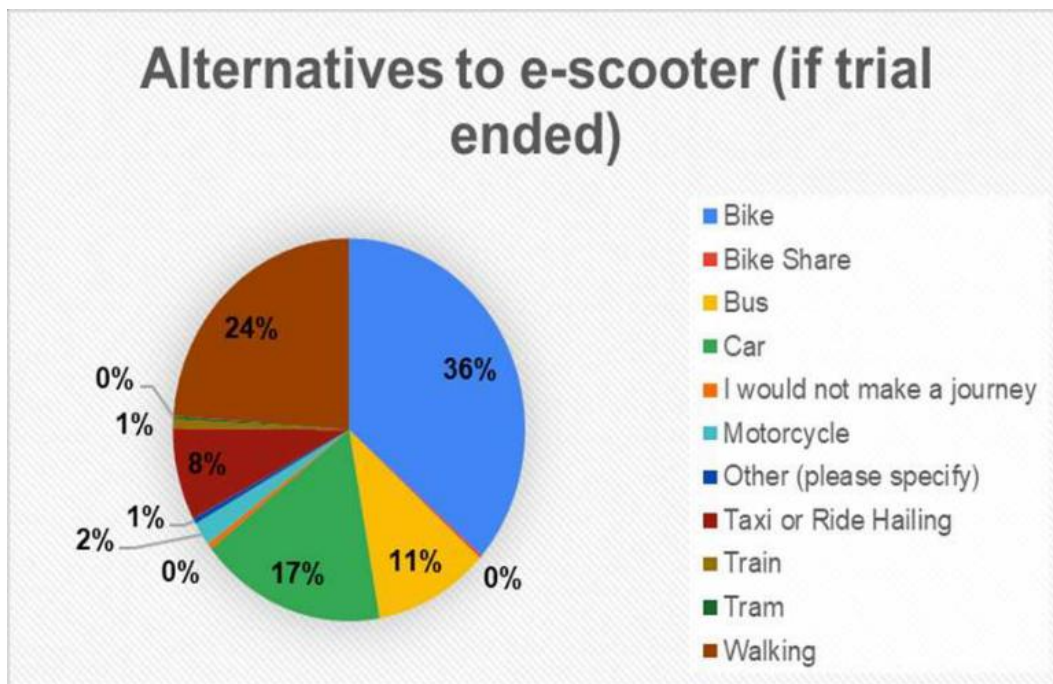
Substitution of more polluting means of transport with greener alternatives is a priority for public policy and urban planning, understanding which modes are impacted by a degree of substitution is crucial. The February 2022 VOI user survey asked whether participants had access to a car/van and access to a bike. 61% of respondents had access to a car/van, while 73% had access to a bike. This shows that most respondents to the survey had alternative means of making their trip.

Both July 2021 and February 2022 user surveys ask participants regarding the trip they took before answering the survey which alternative mode of transport they could have used. Across both Surveys walking was the highest choice at 30%. This was followed by the Bike and then the Car. The Surveys followed this question with, 'if the E-Scooter trial ended what mode of transport would you use?' Walking was less prominent in the answers given, compared to Cycling and Car use.



¹² [Perceptions of current and future e-scooter use in the UK \(publishing.service.gov.uk\)](https://publishing.service.gov.uk)

¹³ [Planning for effective transport | Shared by Business \(thirdlight.com\)](https://thirdlight.com)



The Kantar study on E-Scooter perceptions shows that ‘a majority of respondents (82%) who thought they would buy or hire an e-scooter anticipated that they would reduce or stop using at least one mode of transport, with walking being the most commonly mentioned transport mode that would be reduced by e-scooter use (39%).¹² This shows that a lot of users took a ride on an e-scooter as a convenient alternative to walking, but longer term when making frequent trips they would look for a quicker alternative. A possible negative impact could be the switching from cycling to using an e-scooter, the loss of exercise having a negative health impact.

However, when understanding how to bring about a mode shift it is important to understand the nature of induced demand. This is ‘the increment in new usage that would not have occurred without the improvement of the network capacity’.¹⁴ This not only creates a situation of substitution but also convinces those who would not have previously travelled to make a trip. Examples could be that the ability to use an e-scooter can convince someone who may have shopped online to instead take a trip to the city centre. Instead of waiting for a new movie to be released on a streaming service, they take a trip to the cinema. This increase in economic activity is a boon to the local economy and will contribute towards the survival of our high streets.

In conclusion, E-Scooters are a valuable addition to the urban transport scene that not only encourages a move away from polluting alternatives but expands convenience and encourages economic activity. E-Scooters have a place in a vision for a more connected Cambridgeshire and Peterborough. Transport solutions that give individuals freedom to tailor their route are fundamental in the transition away from cars. By enabling greater flexibility E-Scooters improve riders productivity, such improvements in time efficiency in particular are often the justification for new infrastructure projects such as roads, this also can be the justification for embracing new modes of transport. The combined authority in addition to support of the trial of e-scooters, has trialed a new form of demand responsive transport in Huntingdonshire, whereby those who live in the surrounding villages can order a bus service on the Ting app, with the provider creating an ad-hoc

¹⁴ [Latest evidence on induced travel demand: an evidence review \(publishing.service.gov.uk\)](https://www.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/674447/latest_evidence_on_induced_travel_demand_an_evidence_review.pdf)

bus route based on the demand of app users, allowing those who were without a public transport solution the means to travel. More work is needed to create the incentive structure that can trigger a large-scale modal shift. However, without effective alternatives such as e-scooter we cannot lay the building blocks for such a change. A collective vision that embraces innovative alternatives across our region can overcome transport planning issues and ensure everyone can make the travel they desire accessing both employment opportunities and social activities, while ensuring we meet our responsibility to future generations by cutting emissions.



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Agenda Item No: 4.9

Cambridgeshire Climate Commission

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	19 October 2022
Public report:	Yes
Lead Member:	Councillor Bridget Smith, Lead Member for the Environment and Climate Change
From:	Adrian Cannard, Strategic Planning Manager
Key decision:	Yes
Forward Plan ref:	KD2022/033
Recommendations:	<p>The Combined Authority Board is recommended to:</p> <p>Approve £50k per annum from the Climate Commission subject to approval line in the medium-term financial plan (MTFP) in FY22/23 and FY23/24 to support the work of the Independent Commission on Climate.</p>
Voting arrangements:	<p>A simple majority of all Members present and voting</p> <p>To be carried, the vote must include the vote of the Mayor, or the Deputy Mayor when acting in place of the Mayor.</p>

1. Purpose

- 1.1 The Combined Authority established the Independent Commission on Climate to assess the implications of climate change on Cambridgeshire and Peterborough and make recommendations to inform action. The medium-term financial plan (MTFP) contains a revenue budget allocation to support the ongoing work of the Commission. The next phase of the Independent Commission's work is to consider more detailed advice on one of the climate themes. This report seeks approval of the existing budget provision to enable the Commission to put in place policy secretariat support to commence this work in 22/23.

2. Background

- 2.1 The Independent Commission on Climate examined the risks and opportunities of the changing climate and made recommendations to the Combined Authority and other stakeholders in its report of October 2021. Provision was made in the MTFP to support ongoing work of the Commission.
- 2.2 The Combined Authority established the multi-sector Climate Working Group to develop an Action Plan in response. This Action Plan was agreed in March 2022.
- 2.3 The Combined Authority made provision in the MTFP for a range of capital and revenue projects totalling £10.5m to take forward actions on climate. Business cases for the majority of these were agreed by the Board in July 2022. Progress on Action Plan is to be considered by the Climate Working Group in October, with subsequent reporting to Board and the Independent Commission.
- 2.4. As part of its recommendations the Independent Commission proposed to reconvene to consider one or more of its major climate themes in more detail to support policy action on that topic. There is an action in the Climate Action Plan to undertake such 'deep dives'. To enable the Commission to undertake this next phase of activity the release of the £50,000 revenue support in the MTFP per annum for FY 22/23 and FY 23/24 is proposed for policy secretariat support (the Commission's original investigations and report was supported by a fixed term consultant). Discussions are underway with potential external partners to match some of the CPCA's revenue support to increase the resources available.

Significant Implications

3. Financial Implications

- 3.1 The Medium-Term Financial Plan has the following provision for Climate Commission revenue support, including for Fenland SOIL activity. Note that the existing Approved budget line shown in the table below is for the Fenland SOIL programme. Approval of this recommendation will shift £50k from the Subject to Approval line to Approved in 22/23 and 23/24.

	22/23	23/24	24/25	25/26	Total Project Budget
	£'000s	£'000s	£'000s	£'000s	£'000s
Delivery and Strategy Revenue Budget					
Climate Commission (inc. Fenland SOIL)					
Approved	100	50	-	-	150
Subject to Approval	50	50	100	100	300

4. Legal Implications

- 4.1 This Board is empowered by the Constitution to approve carry forward of any underspent balances between financial years.

5. Public Health Implications

- 5.1 None.

6. Environmental and Climate Change Implications

- 6.1 The advice of the Independent Commission supports the work of the Combined Authority in understanding the risks and opportunities of the changing climate and in developing appropriate responses.

7. Other Significant Implications

- 7.1 None.

8. Appendices

- 8.1 None.

9. Background Papers

- 9.1 [Combined Authority Board report Climate Action Plan \(Item 3.4\) March 2022](#)
- 9.2 [Independent Climate Commission Full Report October 2021](#)



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Agenda Item No: 4.10

Market Towns Programme Financial Update September 2022

- To: Cambridgeshire and Peterborough Combined Authority Board
- Meeting Date: 19 October 2022
- Public report: Yes
- Lead Member: Mayor Dr Nik Johnson
- From: Domenico Cirillo, Business Programmes and Business Board Manager
- Key Decision: Yes
- Forward Plan ref: KD2022/043
- Recommendations: The Cambridgeshire and Peterborough Combined Authority Board is recommended to:
- a) Note the latest financial position for the Market Towns Programme.
 - b) Approve revised project delivery profiles and extended completion forecasts as set out within the latest Market Towns Programme Delivery Tracker.
 - c) Approve the reallocation of £455,000 from the cancelled Whittlesey Heritage Centre project to fund improvements to community assets in the town.
 - d) Approve the reallocation of any underspend from 'closed or completed' projects to cover the funding gap for the Chatteris Museum & Community Centre project, and any other 'in delivery' projects requiring additional funds within the Market Towns Programme portfolio.
- Voting Arrangements: A simple majority of all Members
- To be carried, the vote must include the vote of the Mayor, or the Deputy Mayor when acting in place of the Mayor

1. Purpose

- 1.1 To update the Cambridgeshire and Peterborough Combined Authority Board (CPCA Board) on the latest financial position and progress being made in delivery of the Market Towns Programme as of August 2022.
- 1.2 To seek CPCA Board approval of revised project expenditure profiles and project completion forecasts, and the reallocation of underspend from 'closed or completed' projects within the Market Towns Programme portfolio.

2. Background

- 2.1 The CPCA is committed to helping its region's market town to thrive and is investing to ensure towns remain vibrant and thriving places. This commitment included the production of a Masterplan for each of the key market towns (based on new research and analysis required to deliver bold growth ambitions) and identified interventions that enshrined the importance of inclusive growth.
- 2.2 In July 2021, CPCA funding of £13.1m was allocated across the market towns, with district authority leads able to bid for capital funds for each town. Proposals were invited to support the mobilisation of each Masterplan and against activities which addressed the needs and those interventions required to drive targeted growth and sustained regeneration for each town, especially in a post Covid-19 economy.
- 2.3 To date, there have been eight funding calls under the Programme resulting in 47 projects approved by the CPCA Board, awarding a total of £11,297,850 in grant funding (and bringing in over £12m of match investment).
- 2.4 Table 1 below sets out the current total CPCA funding defrayed; to date, a total of £2,620,901 (23% of the total budget) has been paid under the Programme:

Town	Actuals 2021-22	Actuals 2022-23 (as of Aug 2022)	Claims Received (August 2022)
St Neots			
St Ives	£186,935	£86,000	
Huntingdon	£186,935	£86,000	
Ramsey			£190,000
March	£32,240		
Wisbech	£253,300	£178,000	£147,500
Whittlesey	£85,900	£113,159	
Chatteris	£404,334	£122,000	
Ely	£265,187		£16,367
Soham	£106,190	£5,000	£155,854
Littleport			
	£1,521,021	£590,159	£509,721

2.5 There is remaining budget for East Cambridgeshire (£1m for Littleport) and Huntingdonshire (£802,150 for Huntingdon and St Ives) to support project proposals expected by March 2023 for CPCA Board approval.

3. Project Delivery Update

3.1 Unfortunately, post Covid issues around contractors and increased material costs have impacted on project delivery across the Programme. This has been further exacerbated by the recent ‘cost of living’ crisis affecting the cost of goods and services.

3.2 Project leads are having to deal with increased lead-times and costs for materials and labour. Most projects have been able to minimise this impact through extending delivery and completion dates. CPCA officers have been working closely with each project lead to discuss and update delivery and expenditure profiles and forecast completion dates.

3.3 The Programme Delivery Tracker, which monitors delivery performance and sets out the status for each project, is attached as Appendix 1. The CPCA Board is asked to approve the updated position and the revised forecast project completion dates. The Tracker confirms that 25 projects are now complete or nearing completion (53%), and 22 projects are ‘in delivery’ – 10 of which will be completed before March 2023 and 12 before March 2024.

3.4 Table 2 below sets out the revised Programme expenditure forecasts by town:

Town	Forecast 2022-23 (Sept-March 2023)	Forecast 2023-24
St Neots	£930,000	£2,170,000
St Ives	£325,990	£401,075
Huntingdon	£325,990	£401,075
Ramsey	£210,000	£600,000
March	£867,760	£100,000
Wisbech	£321,200	£100,000
Whittlesey	£218,169	£582,772
Chatteris	£373,666	£100,000
Ely	£718,446	
Soham	£282,956	£450,000
Littleport		£1,000,000
	£4,574,177	£5,904,922

3.5 As a result of the current economic conditions affecting the construction market, alongside the abnormal UK inflation, build projects have been particularly impacted due to these unforeseen issues encountered during the build.

3.6 Two key construction projects (Whittlesey Heritage Centre and Chatteris Museum & Community Space) have reported significant issues impacting delivery.

4. Proposed Reallocation of Programme Funding

- 4.1 **Whittlesey Heritage Centre (project 6)** – the project team has considered the location and the gap in funding, alongside market conditions and believe that continuing with the project at this time is unlikely to produce a facility in a timely, affordable manner. The project will not give good value for money to the taxpayer and work on the heritage centre has been suspended. As the heritage centre either in its original form and location, or in a reduced form and different location has now been halted, local elected Members have discussed other options for the remaining funding to improve community assets within Whittlesey.
- 4.2 Fenland District Council has requested that the remaining project grant allocation be retained and reinvested to fund improvements to the following community assets in the town for residents:
- Community basketball / tennis / netball facilities; lighting upgrade and secure fencing (£45,000)
 - Energy efficiency improvements added to the existing solar provision on the swimming pool building (£110,000)
 - Community 5-a-side synthetic pitch; fencing and carpet replacement (£145,000)
 - Together with the County Council Youth and Community Team, provide a youth facility attached to the Manor Leisure Centre, to match Youth Investment Fund (YIF) grant funding (£125,000)
 - Development of cricket facilities at the Manor open space, including practice nets and improvements to the existing football pavilion for it to be used for cricket (£30,000).
- 4.3 Delivery timeframe - these projects, except for the shared YIF funded youth facility, are deliverable in the short term (during 2022/23). The expectation is that the youth facility, if successful with a YIF grant, would be delivered by March 2024.
- 4.4 The Board is asked to approve the reallocation of £455,000 of the remaining grant and from the cancelled Whittlesey Heritage Centre project.
- 4.5 **Chatteris Museum & Community Centre (project 41)** - due to the impact of Covid-19 on the costs of materials and labour, Chatteris Town Council has reported that there is likely to be a significant shortfall in the amount of funding currently available to deliver the entire project as envisaged at the time when the project specification was originally approved.
- 4.6 Chatteris Town Council will explore making amendments to value engineer the existing project specification, but the likely funding gap is estimated at around £300,000. Central to the project has been the purchase of the former Barclays Bank building which has been achieved. Listed building planning consent is awaiting approval and building contractors have been appointed in readiness to start work on the museum from September 2022 and forecast to finish in February 2023. The museum's grand opening is planned for September 2023. Residential flats are forecast to be available for rental at town council offices in January 2024.
- 4.7 CPCA officers have committed to explore what funding options might be available to bridge the gap in funding and to enable the project to continue as planned, especially given the investment already made to date.

- 4.8 The Board is asked to approve the reallocation of any underspend from 'closed or completed' projects to cover the funding gap for the Chatteris Museum & Community Centre project, and any other 'in delivery' projects requiring additional funding within the Market Towns Programme portfolio.

Significant Implications

5. Financial Implications

- 5.1 Updated expenditure profiles are within approved budgets and March 2024 spend deadline.

6. Legal Implications

- 6.1 The Combined Authority maintains the legal agreements with each project delivery body and regularly monitors delivery and performance.
- 6.2 This report, including the detail set out in the appendix, will assist the board to monitor the financial position of projects, with a view to meeting the Authority's legal obligation to deliver a balanced budget. The decision sought to the financial adjustment does not raise any specific legal implications.

7. Environmental & Health Implications

- 7.1 No implications.

8. Other Significant Implications

- 8.1 No other significant implications.

9. Appendices

- 9.1 Appendix 1: Market Towns Programme - Delivery Tracker (Aug 2022)

10. Background Papers

- 10.1 None.

Market Towns Programme -
Delivery Tracker

Project	Project Name	Local Authority	Project Status (Live or Completed)	Date Application Approved	Funding Awarded	Expected Project Completion Date	Any Key Obstacles that could Affect Completion Date	Date(s) Grant Funding will be claimed and how much per Claim
1	St Neots FHSF	HDC	Live	01 September 2020	£ 3,100,000.00	31 March 2024	This was initially delayed due to Covid 19 restrictions. Preliminary Design commenced in Autumn 2021 with a team of Cambridgeshire County Council (CCC) undertaking the PM role and WSP as Design Consultants. Preliminary design now complete and about to commence Detailed Design in September 2022 and Procurement thereafter. While target date for completion remains spring 2024 there may be need to adjust this target. We anticipate any significant change will become clearer in the coming months.	Spring 2023: will claim 30% of funds. Summer 2023: will claim 30% of funds Autumn 2023: 40% of funds
2	St Ives Footfall Cameras	HDC	99% complete	01 September 2020	£ 42,400.00	31 October 2022	This project has been implemented and almost complete	Final claim made by 31st October 2022
3	Huntingdonshire Feasibility Development Work	HDC	99% complete	01 September 2020	£ 300,000.00	31 October 2022	99% complete. The Three Masterplans for the Market Towns are at Draft Stage. These are currently being consulted upon across each of the three towns, Ramsey, Huntingdon and St Ives. Target date for final engagement feedback is 28th October 2022.	Final claim made by 31st October 2022
4	Wisbech Market Place Improvements	Wisbech TC	Completed	01 September 2020	£ 200,000.00			
5	Whittlesey Interactive Flood Signs	FDC	Completed	01 September 2020	£ 57,500.00		Operational	
6	Whittlesey Heritage Centre	Whittlesey TC	Live	01 November 2020	£ 500,000.00	19 October 2022		Project Change Request received (CA Board - September 2022)
7	Whittlesey Heritage Walk	FDC	95% complete	01 November 2020	£ 218,169.00	31 October 2022	Video & Mayoral launch October 22	
8	Chatteris Town Centre Renaissance Fund	Chatteris TC	Live	01 November 2020	£ 92,000.00	31 March 2023		
9	Ely Town Centre Covid-19 Recovery	ECDC	95% complete	01 November 2020	£ 105,000.00	30 September 2022	None	£40,784 left to claim, dates to be confirmed
10	Ely Digital Connectivity	ECDC	Live	01 November 2020	£ 195,000.00	28 February 2023	None	£22,630 left to claim, dates to be confirmed
11	Ely Evidence Strategy	ECDC	Completed	01 November 2020	£ 20,000.00		Not Applicable	
12	Soham Town Centre Covid-19 Recovery	ECDC	Live	01 November 2020	£ 95,000.00	31 March 2023	None	£45,810.56 left to claim, dates to be confirmed
13	Soham Digital Connectivity	ECDC	Live	01 November 2020	£ 95,000.00	31 March 2023	None	£44,000.00 left to claim, dates to be confirmed
14	Soham Evidence Strategy	ECDC	Completed	01 November 2020	£ 20,000.00		Not Applicable	
15	Ely Steeple Row	ECDC	Live	01 November 2020	£ 96,000.00	31 March 2023	None	£96,000.00 left to claim, dates to be confirmed
16	Market Trader Pop Ups	HDC	95% complete	01 January 2021	£ 35,000.00	31 October 2022	95% complete but final claim still to be made	Final claim made by 31st October 2022
17	Modern Waste Solutions	HDC	Completed	01 January 2021	£ 66,348.00			
18	Modern Simplified Street Furniture	HDC	95% complete	01 January 2021	£ 45,000.00	31 October 2022	95% complete but final claim still to be made	Final claim made by 31st October 2022
19	Replacement Public Toilets	HDC	95% complete	01 January 2021	£ 260,000.00	31 October 2022	95% complete but final claim still to be made	Final claim made by 31st October 2022
20	Parklets Beyond Barriers	HDC	95% complete	01 January 2021	£ 206,000.00	31 October 2022	95% complete but final claim still to be made	Final claim made by 31st October 2022
21	Sites for SMEs	HDC	95% complete	01 January 2021	£ 37,300.00	31 October 2022	95% complete but final claim still to be made	Final claim made by 31st October 2022
22	Town Walks	HDC	95% complete	01 January 2021	£ 34,000.00	31 October 2022	95% complete but final claim still to be made	Final claim made by 31st October 2022
23	Places To Dwell	HDC	95% complete	01 January 2021	£ 55,000.00	31 October 2022	95% complete but final claim still to be made	Final claim made by 31st October 2022
24	Bicycle Kitchen (now part of project)	HDC	95% complete	01 January 2021	£ 15,000.00	31 October 2022	95% complete but final claim still to be made	Final claim made by 31st October 2022
25	Cycle Storage Infrastructure	HDC	95% complete	01 January 2021	£ 126,000.00	31 October 2022	95% complete but final claim still to be made	Final claim made by 31st October 2022
26	Electric Vehicle Charging Infrastructure	HDC	95% complete	01 January 2021	£ 89,500.00	31 October 2022	This project is 95% complete but still to claim final funds. Given the success of this project and the increasing need for EV and similar energy efficiency interventions, HDC is currently considering, subject to HDC agreement, adding a further phase of EV charging project through re-allocating the underspend of funds from other completed projects	Final claim made by 31st October 2022
27	Smarter Towns	HDC	Live	01 January 2021	£ 91,300.00	30 June 2023	This project is still live. Due to limited staff resources it has been difficult to progress this particular. Recent recruitment to the HDC Market Towns Programme (MTP) team means that this project will be delivered but requires an extension until June 2023	1st Claim (50%) in January 2023. Second claim (50%) by March 31st 2023
28	Wayfinding and Information	HDC	Live	01 January 2021	£ 200,000.00	30 June 2023	This project had been progressed significantly but was paused by the previous HDC administration., however it is highly likely that this project will be re-commenced in Autumn 2022 with an anticipated completion date of June 2023	1st Claim (50%) in January 2023. Second claim (50%) by March 31st 2023

29	Wisbech Footfall Counters	Wisbech TC	Completed	01 January 2021	£ 19,500.00	28 February 2022		
30	Wisbech Shop Watch Radio Scheme	Wisbech TC	Completed	01 January 2021	£ 33,800.00	28 February 2022		
31	Wisbech Business Capital Grants Scheme	FDC	95% Complete	01 January 2021	£ 124,331.00	31 October 2022	Minor sums available to distribute	Final claim made by 31st October 2022
32	Whittlesey Business Capital Grants Scheme	FDC	95% Complete	01 January 2021	£ 124,331.00	31 October 2022	Minor sums available to distribute	Final claim made by 31st October 2022
33	March - FHSF	FDC	Live	01 January 2021	£ 900,000.00	31 July 2024	Project progressing on track	March 2023 - claim for full sum (£900,000)
34	Fenland District Civil Parking Enforcement	FDC	Live	01 January 2021	£ 400,000.00	31 March 2024	Signs & lines audit completed	Claim dates to be confirmed for full sum (£400,000)
35	Ely Wayfaring and Digital Signage	ECDC	Live	01 January 2021	£ 240,000.00	28 February 2023	None	£10,468 claimed (August 2022). £229,532 left to claim, dates to be confirmed
36	Ramsey - Great Whyte Civic and Business Hub	Ramsey TC	Live	01 March 2021	£ 300,000.00	28 February 2023	Structural Engineer recently recommended piling building floor, may delay completion by 4 weeks	£190,000 claimed (August 2022). £110,000 left to claim, dates to be confirmed
37	Ramsey Pedestrianisation Zone	HDC	Live	01 March 2021	£ 295,000.00	30 June 2024	HDC has made an application to CPCA Local Growth Fund for a Great Whyte Enhancements project which will include the delivery of a Market Produce Hub and this Pedestrianisation project. These two elements will add significantly to the regeneration of the Great Whyte. As such we anticipate that the actual roll out of this project is likely to be over the 2023/24 period. Recognising potential delays etc (procuring construction contractors, supplies and materials) it would be prudent to set a final date for completion to June 2024	1st Claim £100k by September 2023. 2nd Claim £195k by June 2024.
38	Wisbech Water Park	FDC	Completed	01 March 2021	£ 147,500.00	15 August 2022	Opened on 15 August 2022	August 2022 - whole grant award claimed
39	Chatteris Local Skills Development	MetalCraft Ltd	90% Complete	01 March 2021	£ 36,179.00	31 October 2022	All computer equipment has arrived but won't be installed until either September or October after West Suffolk College has taken occupancy of the building and fitted out the classrooms. Furniture has started to arrive and will all be delivered by 31 August, so completion not far away!	£3,939 left to claim (expected October 2022).
41	Chatteris Museum & Community Space	Chatteris TC	Live	01 June 2021	£ 771,821.00	31 January 2024	Because of the impact of the COVID-19 pandemic on the costs of materials and labour, there is likely to be a significant shortfall in the amount of funding currently available to deliver the entire project as envisaged at the time that the project specification was produced and submitted. CPCA will explore what funding options might be available to bridge the gap in funding. If unsuccessful, Chatteris Town Council will explore making amendments to existing project specification, Central to the project has been the purchase of the former Barclays Bank building which has been achieved. Listed building planning consent is awaiting approval. Building contractors have been appointed in readiness to start work on museum building in September 2022 and forecast to finish in February 2023. Museum grand opening planned for September 2023. Residential flats available for rental at town council offices in January 2024.	Total grant defrayed £367,844 (2 claims paid so far totalling £359,993.66. Claim 3 for £1,200 and claim 4 for £6,650 submitted for payment). £403,977 left to claim. Potential funding gap of c.£300,000 against original scope.
42	Ely CCTV Network Expansion	ECDC	Live	01 November 2021	£ 120,000.00	31 March 2023	Have just started the procurement process but still anticipating the completion date to be 31.3.23	£120,000 to be claimed, dates to be confirmed
43	Ely Town Centre Capital Investment Fund	ECDC	Live	01 November 2021	£ 100,000.00	31 March 2023	None	£100,000 left to claim, dates to be confirmed
44	Ely Street Furniture Upgrades	ECDC	Live	01 November 2021	£ 124,000.00	31 March 2023	None	£124,000 left to claim, dates to be confirmed
45	Soham Agritech Business Centre	ECDC	Live	01 January 2022	£ 145,000.00	31 July 2023	NIAB Project, with reported delay in planning permission being granted. So project yet to start	£55,854 claimed (August 2022). £89,146 left to claim, dates to be confirmed.
46	Soham Station 'Spencer Mill' Business Centre	ECDC	Live	01 January 2022	£ 325,000.00	31 July 2023	Unfortunately there were significant delays in applicant receiving paperwork from CPCA, which delayed the project start date considerably. As this is holiday season, engaging professionals such as Architects continues to be a challenge and may cause slight delay in submission of planning application. However this is not expected to be significant	£100,000 claim (August 2022). £225,000 left to claim, dates to be confirmed.
47	Soham to Wicken Fen Cycle Way	ECDC/Soham TC	Live	01 March 2022	£ 330,000.00	Q2 02 2024		



Part 5: Recommendations from Skills Committee - 5 September 2022

Agenda Item 5.1	Addressing Further Education 'Cold-Spots' in East Cambridgeshire and St Neots (KD2022/047)
Recommendation(s):	<p>a) Approve the creation of a new budget line in the Medium-Term Financial Plan (MTFP) for the FE Cold Spots programme, allocating £225,000 for 2022/23, as per the allocated budget profile. shown in Table A in this report.</p> <p>b) Delegate authority to the Interim Associate Director of Skills in consultation with the Chief Finance Officer and Monitoring Officer to procure, enter into and sign contracts with suitable consultants to produce business cases for the two projects.</p>
Voting arrangements:	<p>A simple majority of Members present and voting.</p> <p>To be carried, the vote must include the vote of the Mayor, or the Deputy Mayor when acting in place of the Mayor.</p>
Purpose:	<p>Following preliminary discussions and unanimous support at Skills Committee on 4 July 2022, the Further Education (FE) Cold spots programme in East Cambridgeshire and St Neots can now commence in earnest, subject to the approval of the Combined Authority Board.</p> <p>Approval is sought to formally commence the programme, which aims to develop two individual FE capital projects for East Cambridgeshire and St Neots. Delegated authority is sought to appoint and contract with consultants to undertake separate Business Cases for the two projects and to sign contracts with them as the CPCA continues to co-produce its Employment and Skills Strategy</p>

	Delivery Plan in partnership with Place Leaders, including our constituent member councils.
Strategic Objectives:	<p>This proposal is fully aligned with the CPCA's Business Plan 2022 / Growth Ambition Statement under the 'Health and Skills' theme and aims to reduce educational inequalities through the provision of new FE facilities and curriculum for residents. CPCA's Employment and Skills Strategy under the Pre-work learning and formal education pillar, identifies: - Capital investment to improve teaching facilities and kit, particularly for providers of FE, alongside support for staff capacity building as a key priority.</p> <p>This project contributes to meeting this objective.</p>
	<p>Skills Committee 5 September - Item 2.2 - Addressing Further Education 'Cold Spots' in East Cambridgeshire and St Neots</p> <p>Item 2.2 - Appendix 1 - FE Cold Spots Maps</p>



Part 6: Recommendations from the Housing and Communities Committee - 12 September 2022

Agenda Item 6.1	Winding Up Angle Holdings and Angle Developments (East) Ltd
Recommendation(s):	To instruct officers to undertake the actions required to wind up Angle Holdings Ltd and Angle Developments (East) Ltd and for the appointment of a senior member of the CPCA finance team as a Director of both companies in order to oversee and support the orderly closure of both companies.
Voting arrangements:	A simple majority of Members present and voting. To be carried, the vote must include the vote of the Mayor, or the Deputy Mayor when acting in place of the Mayor.
Purpose:	The Future of CPCA Housing Purpose and Function report approved by the Housing and Communities Committee on 11 July 2022 provisionally identified Angle Holdings Ltd and Angle Developments (East) Ltd as not being required as part of the CPCA's future Housing purpose. The Board is recommended to approve arrangements for the winding up of both companies.
Strategic Objectives:	The companies were set up to support the more ambitious objectives of the housing strategy approved by board in November 2018 that potentially included some direct housing development and/or structure for joint ventures. Prospects for such activity have now ended with DLUHC not being supportive of the CPCA creating a revolving fund from the affordable housing monies provided on the devolution deal, which

	<p>would have provided an ongoing source of finance for such activities.</p> <p>Hence there is no need to retain the companies and incur the cost of maintaining them.</p>
Links:	<p>Housing and Communities Committee 12 September 2022 - Item 2.1 - Winding up of Angle Holdings Ltd and Angle Developments (East) Ltd</p>
Agenda Item 6.2:	<p>Devolved funding to support Community Housing Initiatives</p>
Recommendation(s):	<p>To allocate further funding of £100,000 to support community led housing initiatives across Cambridgeshire and Peterborough.</p>
Voting arrangements:	<p>A simple majority of Members present and voting.</p> <p>To be carried, the vote must include the vote of the Mayor, or the Deputy Mayor when acting in place of the Mayor.</p>
Purpose:	<p>The Combined Authority Board's approval is sought to allocate funding of £100,000 to support established community led housing groups across Cambridgeshire and Peterborough.</p>
Strategic Objectives:	<p>The devolution deal included agreement for the combined authority to work with Community Land Trusts to deliver new schemes recognising the benefits these schemes bring to the community. The Housing Strategy of September 2018 recognised a need to deliver genuinely affordable housing across the combined authority area. Community Housing was referenced as a mechanism that could enable the combined authority to contribute towards meeting housing objectives.</p> <p>On 8 June 2022 Board approved the Community led Housing policy as previously approved by the Housing and Communities Committee on 10 January 2022.</p> <p>The proposal to provide further funding for community homes groups supports these strategic objectives.</p>
Links:	<p>Housing and Communities Committee 12 September 2022 - Item 2.2 - Community Led Housing Support Funding</p>

	<p><u>Item 2.2 - Appendix A - Community Homes Strategy</u></p> <p><u>Item 2.2 - Appendix B - Community Homes Grant Assessment Criteria</u></p> <p><u>Combined Authority Board report 8 June 2022 - Future Combined Authority Housing Purpose and Function</u></p>
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Part 7: Recommendations from the Business Board - 12 September 2022

Agenda Item 7.1:	Recycled Local Growth Fund (LGF) Project Proposals – Category 2 Call: Produce Hub (KD2022/022)
Recommendation(s):	<p>a) Approve the full grant request of £1,158,525 from the Recycled Local Growth Fund for the Ramsey Food Hub Project</p> <p>b) Reject the change request submitted for a revised grant award of £1,321,100 for the MedTech Mega Factory project.</p>
Voting arrangements:	<p>A simple majority of Members present and voting.</p> <p>To be carried, the vote must include the vote of the Mayor, or the Deputy Mayor when acting in place of the Mayor.</p>
Purpose:	To approve the recommendations of the Business Board to award the full grant request of £1,158,525 from the Ramsey Food Hub Project from the Recycled Local Growth Fund and reject the change request submitted for a revised grant award of £1,321,100 for the MedTech Mega Factory project.
Strategic Objectives:	Project aligns with the Economic Growth Strategy and 3 of the 6 keys within the Sustainable Growth Ambition Statement. The proposed funding of this project will have a positive impact on inequalities, public health and climate regarding the creation of key local employment and skills outcome improvements in this rural market town location.
Links:	Business Board 12 September 2022 - Item 2.3 - Recycled Local Growth Fund Project Funding Awards
Exempt appendices:	EXEMPT Appendix 1 – Project Assessment Scoring (circulated separately)

	<p>EXEMPT Appendix 2 - Project Application and Appraisal (circulated separately) EXEMPT Appendix 3 – Project Change Request and Appraisal (circulated separately)</p> <p>These appendices which are exempt from publication under Part 1 of Schedule 12A of the Local Government Act 1972, as amended, in that it would not be in the public interest for this information to be disclosed (information relating to the financial or business affairs of any particular person (including the authority holding that information)). The public interest in maintaining the exemption outweighs the public interest in publishing the appendices.</p>
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Agenda Item 7.2:	Enterprise Zones - Cambourne Business Park Boundary Change & Programme Update
Recommendation(s):	Agree the boundary change and redesignation of Enterprise Zone status for Parcel A at Cambourne Business Park.
Voting arrangements:	<p>A simple majority of Members present and voting.</p> <p>To be carried, the vote must include the vote of the Mayor, or the Deputy Mayor when acting in place of the Mayor.</p>
Purpose:	<p>To support South Cambridgeshire District Council's (SCDC) request for a boundary change at Cambourne Business Park and agree to the redesignation of Enterprise Zone status for Parcel A to align with the current adopted Local Plan designation.</p> <p>This would concentrate all Enterprise Zone land north of the access road and adjacent to SCDC offices. This change would incorporate the existing Marketing Suite to increase the Enterprise Zone offer on site. The other part, Parcel B, would not be affected by the change.</p> <p>Subject to ratification of the recommendation by the Combined Authority Board, SCDC would seek final agreement from the Department for Business, Energy and Industrial Strategy (BEIS) before the change is implemented.</p>
Strategic Objectives:	Project aligns with the Economic Growth Strategy and 2 of the 6 keys within the Sustainable Growth Ambition Statement. The changes to this project

	<p>will have a positive impact on delivery of a key infrastructure initiative and future sustainable finance derived from the success of this enterprise zone, also providing the creation of key local employment improvements in this location.</p>
Links:	<p><u>Business Board 12 September 2022 - Item 3.2 - Enterprise Zones - Proposed Cambourne Business Park Boundary Change</u></p> <p><u>Item 3.2 Appendix 1 - Explanation of Permission and Planning Context</u></p> <p><u>Item 3.2 Appendix 2 - Map showing location of Enterprise Zone Parcels A&B</u></p>



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Agenda Item No: 8.1

Adult Education Budget Contract Awards for 2022-23 (MDN40-2022)

To: Cambridgeshire and Peterborough Combined Authority Board

Meeting Date: 17 October 2022

Public report: Yes

Lead Member: Mayor Dr Nik Johnson

From: Fliss Miller, Interim Associate Director for Skills

Key decision: Yes

Forward Plan ref: N/A

Recommendations: The Combined Authority Board is recommended to:

- a) Note Mayoral Decision Notice MDN40-2022 – Contract Awards for 2022-23 academic year to Independent Training Providers

Voting arrangements: To note. No voting required.

1. Purpose

- 1.1 To update the Board on Mayoral Decision Notice (MDN40-2022) published on the Combined Authority website on 20 September 2022, for £4,542,730.50, out of the devolved Adult Education Budget (AEB) and National Skills Fund (NSF). This relates to 15 contract awards made to Independent Training Providers (ITPs) for delivery of adult education courses for the 2022/23 academic year.

2. Background

- 2.1 Following a successful and rigorous procurement process, the Skills Committee at its meeting on 5 September 2022, unanimously approved the following recommendations:
- a) Recommend that the Combined Authority Board approve the contract awards to Independent Training Providers for the 2022/23 academic year, from the devolved Adult Education Budget (AEB) and National Skills Fund as set out in the report and increase the commission from £3.8m, to c£4.5m
 - b) Recommend the Combined Authority Board delegates authority to the Interim Associate Director of Skills in consultation with the Chief Finance Officer and Monitoring Officer, to enter and sign contracts for services with the Independent Training Providers set out in the paper.
- 2.2 Due to the postponement of the Combined Authority Board on 21 September 2022, the above recommendations from the Skills Committee could not be approved by the Board in September. By further delaying the decision, there was a risk that ITPs would be hindered in their ability to deliver adult education and skills training to local citizens. This would in turn, impact on the overall delivery and performance of AEB and NSF.
- 2.3 Given that the published date in the procurement process for commencement of contracts was 5 September 2022 (the beginning of the academic year), there was a reputational risk if the decision to award contracts to the successful providers was further delayed. Therefore, a Mayoral Decision Notice was approved on 20 September 2022 enabling officers to issue contracts and enable delivery to commence.
- 2.4 The Skills Committee had discussed the contract awards in some detail at the meeting on 5 September 2022 and approved the recommendations for Board approval. By entering into the contracts with the 15 providers that are set out in the Report to the Skills Committee (referenced below), the Combined Authority has significantly increased the available capacity to deliver adult education and skills courses. This will address the historic underspend of the budget through a more balanced and mixed marketplace of training providers, delivering widely across the sub-region.

Significant Implications

3. Financial Implications

- 3.1 The Adult Education Budget is devolved ring-fenced budget with sufficient funds available for these contract awards in the 2022/23 academic year.
- 3.2 The Combined Authority received its Section 31 Grant Determination Letter for Devolution of the Adult Education Budget for the Financial Year 2022-23: No. 31/6040 (DfE Grant Reference: AEBDEVO-22-23) on 24 March 2022, which confirmed the 2022/23 financial year budget for 2022/23 of £11,973,20 and academic year budget of £11,977,722. Funding for Free Skills for Jobs (National Skills Fund) was confirmed at £954,632 for the 2022/23 financial year and academic year budget of £994,969.

4. Legal Implications

- 4.1 The MDN outlined in this report are to discharge the Combined Authorities' statutory duties under the Apprenticeships, Skills, Children and Learning Act 2009. Under the devolution agreement of 2016, specified adult education functions from the Secretary of State were transferred to the Combined Authority.
- 4.2 The Combined Authority discharges its devolved adult education functions with due regard the DfE Statutory Guidance for Devolved AEB for Combined Authorities (July 2018) ensuring that all 'recycled' AEB is utilised for the purposes of adult education.

5. Public Health Implications

- 5.1 The MDN outlined in this report has positive implications for public health. Participation in adult learning improves the health and wellbeing of participants and wider society. Additionally, AEB funds skills training for professionals in the health care sector as well as short courses for adults on managing physical, mental health and wellbeing.

6. Environmental and Climate Change Implications

- 6.1 The MDN outlined in this report has positive implications for the environment. Environmental Conservation courses and Carbon literacy are some of the new courses that are funded by AEB. In addition, training for retrofit occupations (in construction trades) and electric vehicle maintenance and charging are also funded by AEB.

7. Other Significant Implications

- 7.1 The MDN outlined in this report have due regard to the Combined Authority's Equalities duties under the Equality Act 2010 in implementing funding policies which seek to widen participation and make learning opportunities more accessible for all citizens including all protected characteristics.

8. Appendices

- 8.1 Appendix 1 – Mayoral Decision Notice MDN40-2022

9. Background Papers

[Skills Committee Report 5 Sept 2022 – Contract Awards to Independent Training Providers](#)

9.1 Address where it can be obtained:

Cambridgeshire & Peterborough Combined Authority,
2nd floor, Pathfinder House, St Mary's Street, Huntingdon, Cambridgeshire, PE29 3TN.

DECISION NOTICE - MAYORAL

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

DECISION INFORMATION		
1. DECISION TITLE	Adult Education Budget – Contract Awards to Independent Training Providers for 2022/23 academic year	
2. DECISION No.	MDN40-2022	
3. DECISION DATE	20.09.22	
4. FORM AUTHOR	Name: Parminder Singh Garcha, SRO – Adult Education Email: Parminder.singhgarcha@cambridgeshirepeterborough-ca.gov.uk	
5. DESCRIPTION OF DECISION	Approval of contract awards to Independent Training Providers (ITPs) for the 2022/23 academic year, from the devolved Adult Education Budget (AEB) and National Skills Fund. Approval of an increase to the commission from £3.8m, to up to £4.5m. Delegate authority to enter and sign contracts for services with the ITPs. This decision was due to made at the Combined Authority Board of 21 September 2022, following recommendation at the Skills Committee of 5 September 2022. Due to the Board being rescheduled, the Mayoral Decision Notice is required to expediate the signing of contracts with ITPs, so that learners are not disadvantaged by delays to delivery.	
6. AUTHORITY FOR DECISION	Mayor Dr Nik Johnson	
7. DECISION TYPE	Mayoral	
8. DECISION OWNER	Fliss Miller Interim Associate Director - Skills	
9. KEY DECISION INFORMATION	FORWARD PLAN DATE	
	FORWARD PLAN NUMBER	
	DATE OF DECISION	
	DATE REPORT PUBLISHED	
	APPROVAL HYPERLINK	
	IMPLEMENTATION DATE	
	EXEMPT INFO/ ANNEX	
DECISION OVERVIEW		
10. SUMMARY OF REQUIREMENTS	1) Approval of the contract awards with the providers detailed below, for the 2022/23 academic year, following a successful and rigorous procurement process	

DECISION NOTICE - MAYORAL

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

	<p>2) Approval to increase the commission from £3.8m to £4.5m</p> <p>3) Delegation of authority to the Interim Associate Director of Skills in consultation with the Chief Finance Officer and Monitoring Officer to enter and sign contracts for services with the ITPs listed below:</p> <table border="1" data-bbox="399 548 1468 1724"> <thead> <tr> <th></th> <th>Independent Training Provider</th> <th>Contract Value – 2022/23</th> </tr> </thead> <tbody> <tr><td>1.</td><td>Back 2 Work Complete Training Ltd</td><td>£398,000</td></tr> <tr><td>2.</td><td>Capita PLC</td><td>£399,821</td></tr> <tr><td>3.</td><td>eVolve Your Future Ltd</td><td>£133,834</td></tr> <tr><td>4.</td><td>Futures Group Ltd</td><td>£70,249</td></tr> <tr><td>5.</td><td>GNR Training Ltd</td><td>£224,054</td></tr> <tr><td>6.</td><td>Ixion Holdings (Contracts) Ltd</td><td>£350,000</td></tr> <tr><td>7.</td><td>Learning Curve Group Ltd</td><td>£382,932</td></tr> <tr><td>8.</td><td>Pathway First Ltd t/a Pathway Group</td><td>£98,397.00</td></tr> <tr><td>9.</td><td>PeoplePlus Group Ltd</td><td>£399,096</td></tr> <tr><td>10.</td><td>The Portland Training Company Ltd</td><td>£399,985</td></tr> <tr><td>11.</td><td>Seetec Business Technology Centre Ltd</td><td>£299,976</td></tr> <tr><td>12.</td><td>Steadfast Training Ltd</td><td>£330,000</td></tr> <tr><td>13.</td><td>TCHC Ltd</td><td>£381,732</td></tr> <tr><td>14.</td><td>The Construction Skills People Ltd</td><td>£299,640</td></tr> <tr><td>15.</td><td>The Skills Network</td><td>£375,014</td></tr> <tr><td></td><td>TOTAL</td><td>£4,542,730.50</td></tr> </tbody> </table>		Independent Training Provider	Contract Value – 2022/23	1.	Back 2 Work Complete Training Ltd	£398,000	2.	Capita PLC	£399,821	3.	eVolve Your Future Ltd	£133,834	4.	Futures Group Ltd	£70,249	5.	GNR Training Ltd	£224,054	6.	Ixion Holdings (Contracts) Ltd	£350,000	7.	Learning Curve Group Ltd	£382,932	8.	Pathway First Ltd t/a Pathway Group	£98,397.00	9.	PeoplePlus Group Ltd	£399,096	10.	The Portland Training Company Ltd	£399,985	11.	Seetec Business Technology Centre Ltd	£299,976	12.	Steadfast Training Ltd	£330,000	13.	TCHC Ltd	£381,732	14.	The Construction Skills People Ltd	£299,640	15.	The Skills Network	£375,014		TOTAL	£4,542,730.50
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<p>11. PROJECT BACKGROUND</p>	<p>Under orders made from the Local Democracy, Economic Development and Construction Act 2009, adult education functions from the Apprenticeships, Skills, Children and Learning Act 2009 were transferred from the Secretary of State for Education to Cambridgeshire and Peterborough Combined Authority from August 2019.</p>																																																			

DECISION NOTICE - MAYORAL

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	<p>A recurrent ring-fenced budget of c£12m per academic year has been allocated to the Combined Authority to discharge the transferred duties. In addition, c£0.9m has been delegated as part of the Free Skills for Jobs offer (previously known as the Level 3 Adult Offer, under the Lifetime Skills Guarantee) from the National Skills Fund. As AEB is a devolved and ring-fenced budget, underspends from previous years are ‘recycled’ back to providers for delivery of learning. There is c£2.3m of ‘recycled’ AEB being held in reserve that will now be contracted in 2022/23.</p> <p>At its meeting on 5 September 2022, the Skills Committee received a report regarding the proposed contract awards from the devolved AEB and National Skills Fund allocations, to ITPs. The committee unanimously approved the following recommendations:</p> <p>The Skills Committee is recommended to:</p> <p>a) Recommend that the Combined Authority Board approve the contract awards to Independent Training Providers for the 2022/23 academic year, from the devolved Adult Education Budget (AEB) and National Skills Fund as set out in the report and increase the commission from £3.8m, to c£4.5m</p> <p>b) Recommend the Combined Authority Board delegates authority to the Interim Associate Director of Skills in consultation with the Chief Finance Officer and Monitoring Officer, to enter and sign contracts for services with the Independent Training Providers set out in the paper.</p>							
12. FINANCE INFORMATION	VALUE OF DECISION	£4,542,730.50						
	BUDGET CODE(S)	CX0070 Adult Education Budget Programme Costs CX5145 AEB Level 3 Programme						
	BUDGET DESCRIPTION(S)	Adult Education Budget and National Skills Fund						
	FUNDING TYPE	REVENUE						
	FUNDING APPROVAL	DATE: 24 November 2021 BOARD: Combined Authority Board AEB Commissioning Approach for 2022/23						
	FUNDS AVAILABLE	<table border="1"> <thead> <tr> <th data-bbox="799 1686 1131 1787">Budget line</th> <th data-bbox="1131 1686 1479 1787">Funds available (academic year 2022/23)</th> </tr> </thead> <tbody> <tr> <td data-bbox="799 1787 1131 1888">Devolved AEB (Section 31 Grant Determination)</td> <td data-bbox="1131 1787 1479 1888">£11,977,722</td> </tr> <tr> <td data-bbox="799 1888 1131 1995">Free Courses for Jobs (National Skills Fund)</td> <td data-bbox="1131 1888 1479 1995">£994,964</td> </tr> </tbody> </table>	Budget line	Funds available (academic year 2022/23)	Devolved AEB (Section 31 Grant Determination)	£11,977,722	Free Courses for Jobs (National Skills Fund)	£994,964
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DECISION NOTICE - MAYORAL

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

		AEB Reserve Fund (recycled funds from 2019/20 and 2020/21)	£2,336,539
		Sub-Total	£15,309,225
		Allocated to Grant Providers for 2022/23	£10,565,000
		Available funds	£4,744,225
	OTHER COMMENTS	<p>To note: Reconciliation for the 2021/22 academic year takes place in December 2022. It is estimated there will be c£1m of underspend.</p> <p>Payments to ITPs are based on actual delivery. Past delivery patterns indicate that the ITP sectors delivers c.75% of their contract value.</p>	
13. PROCUREMENT CONSIDERATIONS	DIRECT AWARD JUSTIFICATION	N/A – a full procurement process has been undertaken.	
	REGULATION RISKS	N/A	
	VFM JUSTIFICATION	Note: AEB and NSF funding is paid per qualification on national funding rates set by the DfE.	
14. LEGAL CONSIDERATIONS	LEGAL RISKS	Due to the postponement of the Combined Authority Board on 21 September, there is a risk that contracts to ITPs and delivery to learners will be delayed if this MDN is not approved. The published start date for contracts is 5 September 2022 and providers have been issued Letter of Intent.	
	CONTRACT/ GRANT INFORMATION	Contracts for Education Services	
15. CONFLICTS OF INTEREST/ MITIGATION	None		
16. SUPPORTING DOCUMENTATION	Skills Committee Report – Contract Awards to Independent Training Providers		
17. CONFIDENTIAL INFORMATION	None		

DECISION NOTICE - MAYORAL

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DECISION APPROVAL/ CONSULTATION		
PROCUREMENT	NAME	Chantel Allott
	DATE	20/09/2022
	COMMENT	Compliant regulated procurement undertaken, under Light Touch Regime of Public Contracts Regulation 2015 delivering a successful outcome that meets the needs of the project as well as increasing the portfolio of providers
FINANCE	NAME	Rob Emery
	DATE	26/09/2022
	COMMENT	<p>The proposed procurement allocates the majority of the carried forward underspends from prior years and is based on the draft (unaudited) reserve position at the end of March 2022.</p> <p>As the reserve figure is draft it may change, however the risk of this moving substantially is low and the risk of overallocation is further mitigated as prior year performance of AEB suppliers suggests that less than 100% of the procured services will be delivered.</p>
LEGAL	NAME	Edwina Adefehinti
	DATE	23.9.22
	COMMENT	<p>The Constitutional requirements have been complied with including the Monitoring Officer informing the Chair of the Overview and Scrutiny Committee in accordance with Chapter 6, rule 12.1, of the intention of the Mayor to make this decision.</p> <p>In accordance with the scrutiny procedure rules, this decision would come into effect five days after the publication of this notice unless before that time any five members of the Overview and Scrutiny Committee decides to call-in the decision.</p>
CHIEF OFFICER/ DIRECTOR	NAME	Fliss Miller
	DATE	26.9.22
	COMMENT	I am content that all necessary governance has been adhered to in the procuring of these new providers and agree that the MDN is necessary due to the CA Board being cancelled. There is urgency to issue these contracts to start delivery for this academic year.

DECISION NOTICE - MAYORAL

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

OVERALL APPROVAL		
DECISION MAKER	NAME	Dr Nik Johnson
	DATE	26.9.22
	COMMENT	



Report of the Independent Remuneration Panel

To:	Cambridgeshire and Peterborough Combined Authority Board
Meeting Date:	19 October 2022
Public report:	Yes
Lead Member:	Not applicable
From:	Jodie Townsend Interim Head of Governance
Key decision:	No
Recommendations:	<p>The Combined Authority Board is recommended to agree the following recommendations of the Independent Remuneration Panel:</p> <ul style="list-style-type: none">a) Recommendation 1: That the level of Mayoral Allowance at Cambridgeshire and Peterborough Combined Authority be set at £86,121 from the start of the 2022/23 municipal year.b) Recommendation 2: That the level of Mayoral Allowance at Cambridgeshire and Peterborough Combined Authority be indexed against the National Joint Council cost of living increase each year rather than the Consumer Price Index.c) Recommendation 3: That the indexation set out in recommendation 2 be applied at the start of each municipal year from May 2023 onwards.d) Recommendation 4: The Mayoral allowances are next reviewed in early 2025 to be applicable from the beginning of the Mayoral term in May 2025.e) Recommendation 5: That no changes be made to the Mayoral expenses scheme
Voting arrangements:	A simple majority of all Members present and voting

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

1. Purpose

- 1.1 The Combined Authority Board is asked to agree the recommendations and report of the Independent Remuneration Panel which was constituted to review the Members' Allowance Scheme for the Combined Authority in relation to the Mayoral allowance.
- 1.2 The full report of the Independent Remuneration Panel is set out in Appendix 1.

2. Background

- 2.1 The Combined Authority is required to make a scheme of allowances in accordance with the Local Authorities (Members' Allowances) (England) Regulation 2003. The process for making and reviewing such a scheme is regulated so that the public can have confidence in the independence, openness and accountability of the process involved.
- 2.2 The process requires that the Combined Authority must establish an Independent Remuneration Panel, and before making or amending its scheme of allowances, it must have regard to the recommendations of the Panel
- 2.3 On the 29 September 2021 the Combined Authority Board agreed that an Independent Remuneration Panel be established to review the Members' Allowance Scheme for the Combined Authority in relation to the Mayor's Allowance. The Board agreed that the Independent Remuneration Panel of Cambridgeshire County Council and Peterborough City Council be approached to review the Members' Allowance Scheme for the Combined Authority in relation to the Mayor's allowance.
- 2.4 The Cambridgeshire and Peterborough Combined Authority Order 2017 enables the Combined Authority to pay an allowance to the Mayor if:
 - (a) the Combined Authority has considered a report published by an independent remuneration panel established by one or more of the constituent councils under regulation 20 of the Local Authorities (Members' Allowances) (England) Regulations 2003(a) which contains recommendations for such an allowance; and
 - (b) the allowance paid by the Combined Authority does not exceed the amount specified in the recommendation made by the independent remuneration panel.

Report of the Independent Remuneration Panel

- 2.5 In line with the agreed Combined Authority Board request the Chief Legal Officer and Monitoring Officer commissioned the Cambridgeshire County & Peterborough City Independent Remuneration Panel to undertake the requested review.
- 2.6 The Panel undertook its review from February to March 2022 and its report and recommendations are attached at Appendix 1.

3. Financial Implications

- 3.1 The budgetary provision within the Medium-Term Financial Plan for the Mayor's allowance was set based on the existing allowances scheme, including an uplift based on CPI, which is the amount that the panel have recommended at a), so there would be no additional pressure in accepting this recommendation.

4. Legal Implications

4.1 **The Board, in accordance with the provisions of the Cambridgeshire and Peterborough Order 2017 may only** pay an allowance to the Mayor if—

- (a) the Combined Authority has considered a report published by an independent remuneration panel established by one or more of the constituent councils under regulation 20 of the Local Authorities (Members' Allowances) (England) Regulations 2003 which contains recommendations for such an allowance; and
- (b) the allowance paid by the Combined Authority does not exceed the amount specified in the recommendation made by the independent remuneration panel.

5. Public Health Implications

5.1 None

6. Environmental and Climate Change Implications

6.1 None

7. Other Significant Implications

7.1 None

8. Appendices

8.1 Appendix 1 – Report of the Independent Remuneration Panel

9. Background Papers

9.1 [Combined Authority Board Report – 28 June 2017](#)

9.2 [Combined Authority Board Report – 28 November 2018](#)

9.3 [Combined Authority Board Report – 29 May 2019](#)

9.4 [Combined Authority Board Report – 28 July 2021](#)

9.5 [Combined Authority Board Report – 29 September 2021](#)

Independent Remuneration Panel - 2022

A Review of Mayoral Allowances at the Combined Authority

Nicky Blanning
Gerard Dempsey
Amanda Orchard
Jennifer Horn

April 2022

Contents:

	Page
The Regulatory Context	3
The Panel	3
Terms of Reference for the review	4
Approach and Evidence	4
Cambridgeshire & Peterborough Combined Authority	4
Previous IRP reviews	5
Conclusions	5
Recommendations	10
Appendix A - List of Information considered by the Panel	11
Appendix B - Interviews/ Briefings made to the Panel	12
Appendix C – Benchmarking Data	13
Appendix D – Existing Expenses Scheme	16

The Regulatory Context

1. This report contains the recommendations made by the Independent Remuneration Panel (Panel or IRP) appointed by the Cambridgeshire and Peterborough Combined Authority (CPCA) to make a recommendation to the Combined Authority Board on the level of allowance for the position of elected Mayor (the Mayor) of the Cambridgeshire and Peterborough Combined Authority from the 10th May 2021.
2. The Cambridgeshire and Peterborough Combined Authority was established under the *Cambridgeshire and Peterborough Combined Authority Order 2017 (201/251)* . Additional powers relating to Adult Education were provided through the *Cambridgeshire and Peterborough Combined Authority (Adult Education Functions) Order 2018*.
3. The seven Constituent Councils of the CPCA are Cambridge City Council; Cambridgeshire County Council; East Cambridgeshire District Council; Fenland District Council; Huntingdonshire District Council; Peterborough City Council; and South Cambridgeshire District Council.
4. The 2017 Order stipulates under section 8. Remuneration of the Schedule the following:
8.—(1) Save as provided for in sub-paragraph (2), no remuneration is to be payable by the Combined Authority to its members.

(2) The Combined Authority may only pay an allowance to the Mayor if—
 - (a) the Combined Authority has considered a report published by an independent remuneration panel established by one or more of the constituent councils under regulation 20 of the Local Authorities (Members' Allowances) (England) Regulations 2003(41) which contains recommendations for such an allowance; and*
 - (b) the allowance paid by the Combined Authority does not exceed the amount specified in the recommendation made by the independent remuneration panel.*
5. The Combined Authority is required to make a scheme of allowances in accordance with the Local Authorities (Members' Allowances) (England) Regulation 2003. The process for making and reviewing such a scheme is regulated so that the public can have confidence in the independence, openness and accountability of the process involved. The process requires that the Combined Authority must establish an independent remuneration panel, and before making or amending its scheme of allowances, it must have regard to the recommendations of the Panel.
6. The Combined Authority Bord agreed on the 29 September 2021 the following:
 - (a) Agree that the Independent Remuneration Panel of Cambridgeshire County Council and Peterborough City Council be approached to review the Members' Allowance Scheme for the Combined Authority in relation to the Mayor's allowance.
 - (b) Invite an officer from a constituent council to manage the Independent Remuneration Panel.
7. As a result the Independent Remuneration Panel of Cambridgeshire County Council and Peterborough City Council was engaged to deliver the review. Additionally all constituent Democratic Services teams were contacted to see who could provide support to manage the review, only East Cambridgeshire District Council were able to provide support to the review.

The Panel

8. The members of the Panel are:
 - Nicky Blanning – Local resident
 - Gerard Dempsey- Business Consultant and member of the Judiciary
 - Jennifer Horn- Local Company Director
 - Amanda Orchard- Marketing Consultant and Local Magistrate

9. The Democratic Services Manager from East Cambridgeshire District Council was appointed to provide guidance and support to the review as required.
10. Professional guidance and support to the Panel was provided by the Interim Head of Governance for CPCA.

Terms of Reference

11. The terms of reference for the review followed the requirements of the Local Authorities (Members' Allowances) (England) Regulations 2003 and, in particular, the Cambridgeshire and Peterborough Combined Authority Order 2017.
12. The scope of the review therefore was to review the level of allowance that should be provided to the position of elected Mayor of the CPCA.

Approach to the Review

13. Due to the Covid-19 Pandemic the IRP undertook its review through a series of virtual meetings via MS Teams. It was at these meetings that the Panel undertook interviews with identified witnesses to discuss the nature of the CPCA and the roles and responsibilities of the position of the Mayor.
14. The Panel also received and reviewed a wide range of written evidence and material from Officer briefing papers to benchmarking data. For further details on the range of evidence the IRP considered in its deliberations and in arriving at its recommended allowance for the CPCA elected Mayor see:
 - Appendix A - the range of information that was formally presented to and considered by the Panel and sent to the Panel prior to its formal meetings.
 - Appendix B -the Members who made representations to the Panel and the Officers who provided factual briefings to the Panel
 - Appendix C – Benchmarking data that was reviewed and considered by the Panel
 - Appendix D – Existing Mayoral Expenses Scheme
15. The Panel undertook a scoping meeting prior to commencing the evidence gathering on 28 January 2022. At this meeting the Panel was briefed by the Interim Head of Governance in order to scope and plan the review and determine the information required by the Panel.
16. The Panel then held a series of meetings to undertake the following:
 - 8 February 2022 – Interview with Chief Executive and Monitoring Officer of CPCA
 - 10 February 2022 – Interviews with the Mayor and the Mayoral Office Manager
 - 14 February 2022 – Consideration of documentation
 - 22 February 2022 – Consideration of evidence gathered

Cambridgeshire and Peterborough Combined Authority

17. The CPCA is provided with powers and functions through the 2017 Order, 2018 Order and Devolution Deal which are detailed in the CPCA Constitution, that cover:
 - Transport
 - Economic Development and Regeneration
 - Planning and Housing
 - Skills and Employment
18. The Mayor acts as Chair of the Combined Authority Board, has functions reserved through the Order specifically to be exercised by the Mayor, has general functions as detailed in the CPCA Constitution and the general power of competence. The Mayor must also set a budget and consult

the Combined Authority Board on his/her spending plans and draft budget in accordance with the Budget Framework Procedure Rules.

19. The Mayor has authority (and is therefore accountable) for all functions for which they are responsible, including those which may be carried out by another person on behalf of the Mayor under delegated authority from the Mayor. The Mayor cannot delegate any Mayoral Function to a committee to carry out on their behalf.

Previous IRP Reviews

20. The previous IRP review undertaken in 2017 had considered and made recommendations on the level of the Mayor's allowance and expenses which were approved by the CA Board, the Panel were provided with a copy of this report. A subsequent IRP review was undertaken in 2019 to review the Mayor's allowance in order to consider whether the level set by the previous Panel was appropriate in the light of experience of the Mayor's role, responsibilities and workload two years on.
21. The 2017 review recommended an allowance of £75,000 per annum be payable to the Mayor and that the allowance should not be indexed for inflationary purposes now, but should instead be subject to review before the expiry of 24 months from the date that the scheme of allowances is adopted.
22. The Combined Authority Board subsequently endorsed the recommendations.
23. The 2019 review recommended an allowance of £80,000 per annum be payable to the Mayor and that the indexation factor be set as the Consumer Price Index (CPI). Additionally that the Combined Authority make representations to Central Government for the role to be regarded as fixed-term contract employment that is pensionable.
24. Whilst outside the remit of this Panel, the 2019 review commented that the Constituent Authorities IRPs be requested to consider the payment of allowances to their Members serving on the Combined Authority, due to the statutory prohibition on the Combined Authority to pay such allowances.
25. The Combined Authority Board subsequently endorsed the recommendation to set the allowance at £80,000 per annum set against an indexation factor of the Consumer Price Index.

Considerations and Conclusions

26. The Panel, through the interviews and briefings it undertook and the examination of key data and documentation, considered key evidence in order to arrive at an agreed set of conclusions.

Profile and workload

27. The Panel considered evidence provided by the Mayoral Office Manager in order to get an understanding of Mayoral commitments, as well as examining the schedule of meetings to get an idea of the level of workload that went with the role.
28. This information was considered alongside the profile of the position which the Panel deemed to be considerable, the position of Mayor was the 'face' of the Combined Authority and arguably the most high profile political position in the region.
29. The evidence considered by the Panel indicated that the position of Mayor was sizeable and clearly a full time position, with a considerable number of Boards/ Committees to attend and prepare for alongside numerous Mayoral engagements and appointments.

Role and Responsibilities of the Mayor

30. The Panel considered the role of the Mayor of Cambridgeshire and Peterborough, noting its role in seeking to deliver economic prosperity across the region as laid out in the Devolution Deal, to make Cambridgeshire and Peterborough a leading place in the world to live, learn, work and do business. The Panel noted that the Mayor oversees a £20 million annual budget devolved from government, and also has devolved powers to spend up to £800 million on local housing, infrastructure and jobs.
31. Additionally the Panel noted that £600 million has been allocated to the Combined Authority to improve infrastructure, £100 million for new affordable housing, with an additional £70 million specifically for affordable housing in Cambridge itself. The budget for Adult Education has also now been devolved to the Mayor and the Combined Authority.
32. As Chair of the Combined Authority Board, with some decision-making requiring specific Mayoral support to progress, the Mayor has a vital role in ensuring the Combined Authority Board works collaboratively in order to arrive at consensus to enable it to deliver its key functions. The Panel is of the view that this is a considerable responsibility given the budget, subject matter, powers and responsibilities of the Combined Authority Board.
33. Mayoral powers cover a general power of competence which means that the Mayor and the CPCA can legally do anything as set out in chapter 3, section 1.5 of the Constitution.
34. The Mayor will also have the power to set a charge, or precept, on council tax bills to help pay for the Mayor's work. CA Board members of the CPCA can propose amendments to the Mayor's draft budget, including the amount of precept. The incumbent has not set such a precept but the Panel recognises the ability and subsequent responsibility that comes with this power.
35. The Panel recognised that the powers and responsibilities have not changed in regards to the role of the Mayor since the 2019 review, however they noted the recent Levelling Up White Paper and the continued commitment from Government towards devolution that came within the paper. The position of Mayor would therefore have a key role to play in seeking to engage Government on behalf of the region to seek the best possible future devolution outcomes for Cambridgeshire and Peterborough.
36. The Panel recognised the potentiality of the role of Mayor, in that they have the ability to seek to convene and get involved in numerous areas of service to the public. This would require particular awareness at a political level to maintain good relationships and grow consensus.

Leadership Skills

37. While the elected Mayor will have many formal powers, including proposing a budget and strategies, the post holder will still have to confer, collaborate, negotiate and foster a consensus with both other CPCA Members and stakeholders to effectively discharge the mayoral functions. As such the elected Mayor as chair of the CPCA will need to exercise leadership skills to ensure the CPCA functions effectively.
38. The Panel noted that leadership was a key skill for the position of Mayor, not just in the regional leadership they could provide and the regional electoral mandate they have, but also the leadership skillset required as the politician charged with the responsibility of driving consensus across the region in order to deliver better regional outcomes.
39. The Panel is aware of current transformational work ongoing within the Combined Authority, led by the Chief Executive, to provide clarity of purpose for the CPCA moving forward. This is an example of the central role that the Mayor will need to play in bringing Constituent Leaders from differing political parties together to agree upon a clear purpose. The Panel also recognised the need for the Mayor to seek to bring other public sector bodies, Greater Cambridgeshire Partnership and business and community groups together to help achieve agreed regional outcomes.

40. The Panel concluded that the position of Mayor required significant leadership abilities in order to be successful.

Benchmarking

41. The Panel considered a range of benchmarking data in order to examine and test the allowance level currently received by the Mayor, noting throughout the benchmarking exercise that comparisons with other like positions and indeed other Combined Authority Mayors was not comparing like for like as different MCAs had a different range of devolved powers, funding, population and responsibilities.

42. The current remuneration for Combined Authority Mayors is as follows:

<input type="checkbox"/> Greater Manchester	£110,000 (includes PCC & Fire responsibilities)
<input type="checkbox"/> Liverpool City Region	£80,631
<input type="checkbox"/> North of Tyne	£65,000
<input type="checkbox"/> South Yorkshire	£79,000
<input type="checkbox"/> Tees Valley	£65,000
<input type="checkbox"/> West Midlands	£79,000 (currently subject to IRP review)
<input type="checkbox"/> West of England	£72,000 (due to increase to £87k by 2025)
<input type="checkbox"/> West Yorkshire	£105,000 (includes PCC & Fire responsibilities)

43. The Panel noted that this created a national average remuneration (allowance) of £81,953.

44. The Panel also noted that several other Combined Authorities were about to undergo or were planning for an IRP review in the coming year, given the Government commitment to devolution set out in the Levelling Up White Paper and additional powers placed on other Mayoral Combined Authorities since their previous reviews it was felt likely that the average allowance would increase.

45. The Panel also considered the powers and populations of each Combined Authority and the remuneration provided to comparable positions, details of which are set out in Appendix C. The Panel noted particularly the remuneration of the Cambridgeshire PCC which was £71,400 plus pension, the Panel viewed this role as having less remit, scope and regional responsibility than the position of Mayor.

46. When undertaking benchmarking with other Mayoral Combined Authorities the Panel noted that although other Combined Authority IRPs have focused on recommendations around Mayoral allowance some have also provided observations on wider elements for consideration. For example the 2019 review at West of England Combined Authority also considered whether others should receive an allowance, in particular:

- the Deputy Mayor
- other Members of WECA
- Scrutiny and the Chair of Scrutiny
- Chair of Audit and Audit committee members

47. The West Yorkshire Combined Authority considered remuneration of scrutiny members in its 2021 review and agreed to pay a co-optee allowance to Overview and Scrutiny Chairs, Deputy Chairs and Scrutiny Members.

48. The Panel also noted that at present some Constituent Councils paid a Combined Authority element to Council Leaders as part of their Councillor Allowance, however there was no consistency to this practice at present. It was also noted that other Combined Authorities had similar situations, in Greater Manchester for example several Constituent Councils paid a Combined Authority element as part of its Leader allowance.

49. The Panel recognises that this is currently outside of the remit set by the Combined Authority Board but wish to make the Combined Authority Board aware that such a wider review could be considered when the IRP next convenes.

Issue of Pension

50. Evidence taken by the Panel revealed that the position of Mayor does not have access to a pension scheme that attracts an employer contribution, the Panel view was that this was potentially a barrier to public service.
51. The Panel felt that this was particularly unequal given that Police and Crime Commissioners (PCCs) have access to the Local Government Pension Scheme (LGPS). The Panel also noted that potential for MCAs to take on responsibilities of PCCs was detailed in the Levelling Up White Paper but that current Combined Authority Mayors (GMCA and WYCA) who also have PCC responsibilities are also not applicable for the LGPS.
52. The Panel did note that access to LGPS was removed for Councillors and Mayors in 2014 and that this should be considered when making benchmarking comparisons with other positions, particularly PCCs.
53. Additional legal advice was sought on the position of a Pension for the Mayor from the Monitoring Officer who further engaged the law firm Bevan Brittan who specialise in local government law. A summary of the advice provided to the Panel is as follows:
- There is an absolute prohibition on elected mayors and councillors becoming members of the Local Government Pension Scheme.
 - This prohibition was enacted in April 2014, at this time, pay and allowance caps for such individuals were increased. This was intended to reflect the fact that they would no longer have access to LGPS, hence the assertion that allowances are already set to take into account that employer pension benefits are not provided.
 - As an alternative to LGPS, the Authority could use the National Employment Savings Trust (NEST) to provide a pension, or potentially another private sector arrangement of the individual's choice. *(NEST is the Government-backed pension scheme providing money purchase benefits to any employer who wishes to use it to meet its auto-enrolment duties.)*
 - Following on from point 2 above, any alternative pension provision provided to the Mayor should not increase the total cost to the Authority, including any employer pension contributions.
54. The Panel welcomed the advice and guidance provided and noted that it should therefore be an individual's choice if they wish to utilise any of their allowance for payment into a pension scheme such as NEST. They further noted that in such a circumstance there should be no overall increase in cost to the Combined Authority.
55. The Panel noted that the issue of pension provision had therefore already been taken into account in the level of allowance available to the position of Mayor and should not be a consideration factor when recommending the level of allowance.
56. The Panel did note that other Mayoral Combined Authorities such as Greater Manchester had made a commitment to investigate the issue of pension provision for the position of Mayor further, therefore the Combined Authority may wish to revisit this issue in future as actions by other Combined Authorities develop.

Indexation

57. The principle of indexation is now generally adopted across local government and other local authorities. An annual uprating of allowances by an appropriate index ensures they do not lose value over time and avoids the need for sizeable increases on a periodic basis simply to stand still.
58. Appropriate indexation of the Mayoral allowance may negate a need for an Independent Remuneration Panel review every two years.

59. The 2019 IRP review had successfully recommended that the Mayoral allowance be indexed against the Consumer Price Index (CPI), this indexation has the potential to significantly increase the level of allowance of the position of the Mayor. The indexation set by CPI was applied following the last Mayoral election which raised the baseline level of allowance to £81,631.
60. The next indexation increase set against CPI is due to be applied by the Combined Authority in April 2022. While CPI for April 2022 isn't yet known, the 22-23 allowance figure based on the current process can't be known precisely, the most recent published figure (January) is 5.5%, and the Bank of England is forecasting this could rise to 7% "in the spring". Using the 5.5% confirmed January figure the level of Mayoral allowance under the current system would increase in April to £86,121.
61. The Panel was of the view that indexation against CPI was not the appropriate indexation to apply to the level of Mayoral allowance. Engagement with other Combined Authorities such as Greater Manchester and West Yorkshire had confirmed that indexation there was against the National Joint Council (NJC) cost of living increase rate, Furthermore the Panel expressed concern that CPI could lead to allowance level increases way beyond that received by staff and that this was equitable and could lead to political and reputational risk for the Combined Authority.
62. The Panel noted the 2019 indexation decision and accepted that this decision must be applied, given this the Panel accepted that the baseline level of allowance for consideration would currently be £86,121.
63. The Panel agreed that it would be far more appropriate to index Mayoral allowance levels to the NJC cost of living rate increase moving forward, this would link Mayoral allowance increases with those of staff and provide equity in increases.

Mayoral Expenses Scheme

64. The Panel reviewed the existing Mayoral Expenses scheme, noting that it was HMRC that set petrol claim levels. The Panel found no evidence to amend any elements of the expenses scheme, however the Panel did note that the expenses scheme was not available on the Combined Authority website and had not been incorporated into the Constitution.
65. The Panel was of the view that in the interests of transparency details of the Mayoral expenses scheme should be available on the Combined Authority website.

Mayoral Office Space and Staffing

66. The Panel was made aware of an accommodation review within the CPCA as it seeks to find a home location, the Panel noted that the CPCA had engaged the Mayor and his Office in order to ensure appropriate Mayoral office space would be provided through the accommodation review.
67. It was also noted that the position of Mayor is entitled to a number of officer appointments plus additional office support staff, the Panel wish to note that it was pleased that the CPCA was working with the Mayor on ensuring the appropriate provision of staff support.

Mayoral Induction

68. The Panel noted the difficulties the incumbent Mayor had experienced following his election in gaining an understanding of the roles and responsibilities of the Combined Authority and position of Mayor, as well as gaining a regional understanding of partners and stakeholders.
69. The Panel understands that an induction was provided and so urges the Combined Authority and incumbent Mayor to identify ways in which this induction can be improved in future.

Recommendations

70. After consideration of all the evidence available to the Panel, through interviews, briefings, legal advice, benchmarking and review of documentation the Panel has agreed upon the following recommendations:
71. **Recommendation 1: That the level of Mayoral Allowance at Cambridgeshire and Peterborough Combined Authority be set at £86,121 from the start of the 2022/23 municipal year.**
72. The reasoning for this recommendation is set out in the conclusions above, the significant reasons for this recommendation are as follows:
- Under the 2019 accepted IRP recommendations the level of Mayoral Allowance at the start of the 2022/23 municipal year would be £86,121 or higher, set against the current indexation of the Consumer Price Index.
 - The Panel believes that this previous decision should be respected.
 - The Panel did not identify any evidence that the position of Mayor at Cambridgeshire and Peterborough Combined Authority had diminished and/or warranted the level of allowance to be reduced
73. **Recommendation 2: That the level of Mayoral Allowance at Cambridgeshire and Peterborough Combined Authority be indexed against the National Joint Council cost of living increase each year rather than the Consumer Price Index.**
74. **Recommendation 3: That the indexation set out in recommendation 2 be applied at the start of each municipal year from May 2023 onwards.**
75. The reasoning for recommendation 2 and 3 is set out in the conclusions above, the significant reasons for these recommendations are as follows:
- The CPI indexation is not considered to be appropriate for the position of Mayor
 - The NJC indexation is not only considered to be more appropriate for the position it is also considered to be more equitable, more in line with staff pay increases and less of a political and reputational risk to the Combined Authority
 - The current CPI indexation would increase the level of Mayoral Allowance above that which the Panel is of the view should apply to the role
76. **Recommendation 4: The Mayoral allowances are next reviewed in early 2025 to be applicable from the beginning of the Mayoral term in May 2025.**
77. If appropriate indexation against NJC is applied then the Panel is of the view that an IRP review every two years is no longer required.
78. **Recommendation 5: That no changes be made to the Mayoral expenses scheme**

Appendix A: List of Information considered by the Panel

1. Cambridgeshire and Peterborough Combined Authority Order 2017
<https://www.legislation.gov.uk/ukxi/2017/251/made>
2. Amendments to Order:
 - The Cambridgeshire and Peterborough Combined Authority (Business Rate Supplements Functions) Order 2018/877
 - The Cambridgeshire and Peterborough Combined Authority (Adult Education Functions) Order 2018/1146
 - The Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017/68
 - The Combined Authorities (Mayoral Elections) Order 2017 2017/67
3. 2017 Combined Authority Independent Remuneration Panel Review
4. 2019 Combined Authority Independent Remuneration Panel Review
5. 2021/22 schedule of Combined Authority Meetings
6. Combined Authority Constitution, specific reference to:
 - Chapter 3: The Mayor of the Combined Authority
 - Chapter 4: Combined Authority Board Functions
 - Appendix 1: Lead Member Responsibilities
 - Appendix 6: Statutory Framework

Appendix B: Interviews/ Briefings made to the Panel

Interviews:

- Dr Nic Johnson - CPCA Mayor
- Jo Whatley - Mayoral Office Manager
- Eileen Miller - CPCA Chief Executive
- Robert Parkin - Director of Law & Governance (Monitoring Officer)

Briefings: (Provided by Interim Head of Governance)

- Overview of Governance Framework
- Role and Powers of a Combined Authority
- Mayoral Combined Authority Devolved Powers

Appendix C: Benchmarking

Remuneration paid to Elected Mayors in English Combined Authorities 2021	
Combined Authority	Remuneration (Allowance)
Cambridgeshire & Peterborough	£75,000
Greater Manchester	£110,000 *
Liverpool City Region	£80,631
North of Tyne	£65,000
South Yorkshire	£79,000
Tees Valley	£65,000
West Midlands	£79,000
West of England	£72,000 (due to increase to £87k by 2025)
West Yorkshire	£105,000 *
<i>* = includes PCC & Fire responsibilities</i>	
Average Remuneration (allowance)	£81,953.

Combined Authority Populations 2021 (Office of National Statistics)	
Combined Authority	Population
Cambridgeshire & Peterborough	859,800
Greater Manchester	2,848,300
Liverpool City Region	1,564,000
North of Tyne	839,500
South Yorkshire	1,415,000
Tees Valley	667,200
West Midlands	2,939,900
West of England	950,000
West Yorkshire	2,345,200

Remuneration paid to other Public Posts 2021	
UK/ Devolved Nations Elected Representative	
UK Member of Parliament (MP)	£81,932
Minister of State (UK)	£116,019
UK Parliamentary Under Secretary	£106,409
Member of the Northern Ireland Legislative Assembly	£50,500
Member of the Scottish Parliament	£64,470
Member of the Welsh Assembly	£67,649
Greater London Assembly	
Mayor of London	£152,734
Deputy Mayor	£105,269
Chair of London Assembly	£70,225
London Assembly Member	£58,543
NHS Non-Executive Appointment	
NHS Non-Executive	£13,000
NHS Trust Chair	£43,000 - £60,000*
* NHS Trust Chair salary dependent upon annual turnover of Trust	
Police and Crime Commissioner Cambridgeshire & Peterborough	£71,400

Combined Authority Devolved Powers	
Combined Authority	Devolved Powers
Cambridgeshire & Peterborough	<input type="checkbox"/> Transport <input type="checkbox"/> Skills & Adult Education budget <input type="checkbox"/> Housing <input type="checkbox"/> Economic Development/Business Support <input type="checkbox"/> Non-statutory spatial planning
Greater Manchester	<input type="checkbox"/> Transport <input type="checkbox"/> Economic development/ Business support <input type="checkbox"/> Regeneration and Housing <input type="checkbox"/> Strategic spatial planning <input type="checkbox"/> Skills and training <input type="checkbox"/> Police and Crime Commissioner <input type="checkbox"/> Fire and Rescue <input type="checkbox"/> Waste <input type="checkbox"/> Public health co-ordination powers <input type="checkbox"/> Power to create Mayoral Development Corporation
Liverpool City Region	<input type="checkbox"/> Transport <input type="checkbox"/> Economic development <input type="checkbox"/> Energy & environment

	<input type="checkbox"/> Skills, Adult Education and apprenticeships <input type="checkbox"/> Culture <input type="checkbox"/> Power to create Mayoral Development Corporation
North of Tyne	<input type="checkbox"/> Economic Development/Business Support <input type="checkbox"/> Housing <input type="checkbox"/> Power to create Mayoral development Corporation <input type="checkbox"/> Skills and adult education budget <input type="checkbox"/> Tourism/culture <input type="checkbox"/> Transport
South Yorkshire	<input type="checkbox"/> Transport <input type="checkbox"/> Skills, training & Adult Education <input type="checkbox"/> Housing <input type="checkbox"/> Economic development/ Business Support <input type="checkbox"/> Non-statutory spatial planning <input type="checkbox"/> Tourism/Culture <input type="checkbox"/> Power for to create Mayoral Development Corporation <input type="checkbox"/> Employment
Tees Valley	<input type="checkbox"/> Economic Development/ Business support <input type="checkbox"/> Skills and Adult Education Budget <input type="checkbox"/> Transport <input type="checkbox"/> Power to create Mayoral development Corporation <input type="checkbox"/> Tourism/culture <input type="checkbox"/> Housing
West Midlands	<input type="checkbox"/> Transport <input type="checkbox"/> Economic Development <input type="checkbox"/> Housing & Regeneration <input type="checkbox"/> Productivity & Skills <input type="checkbox"/> Culture & Digital <input type="checkbox"/> Environment & Energy & HS2 <input type="checkbox"/> Industrial Strategy
West of England	<input type="checkbox"/> Economic development <input type="checkbox"/> transport <input type="checkbox"/> Skills, apprenticeships and adult education <input type="checkbox"/> Power to create Mayoral development Corporation <input type="checkbox"/> Housing <input type="checkbox"/> Employment
West Yorkshire	<input type="checkbox"/> Economic development <input type="checkbox"/> Transport <input type="checkbox"/> Housing <input type="checkbox"/> Power to create Mayoral development Corporation <input type="checkbox"/> Police and Crime <input type="checkbox"/> Adult Education and Skills

APPENDIX D: EXISTING MAYORAL EXPENSES SCHEME

Scheme of Allowances for the Mayor of Cambridgeshire and Peterborough Combined Authority

1. Mayor's Allowance

1. An allowance of £80,000 per annum shall be payable to the Mayor. The indexation factor for the allowance will be the Consumer Price Index (CPI).

2. Travel expenses

1. It is expected that Mayor will utilise public transport where possible, in order to reduce his/her carbon footprint and maximise efficiency.

2. Public transport fares will be reimbursed at cost on production of a valid ticket or receipt. In the case of travel by rail, standard class fare or actual fare paid (if less) will be reimbursed.

3. Travel by private vehicles will be reimbursed at the rates set for tax allowance purposes by the Inland Revenue for business travel. Currently these are 45p per mile for the first 10,000 miles and 25p a mile thereafter and an additional 5p per mile where a passenger (such as a member of the Combined Authority) is carried. Parking fees will be reimbursed at cost on production of a valid ticket or receipt.

4. Taxi fares will only be reimbursed on production of a valid receipt. Travel by taxi should only be undertaken where use of an alternative is not available or if the following conditions are applicable:

- There is a significant saving in official time;
- The Mayor has to transport heavy luggage or equipment; and/or
- Where the Mayor is travelling with other officials of the Combined Authority together and it is therefore a cheaper option.

5. International travel must be booked through the offices of the Combined Authority at the appropriate market rate. Higher rates for international travel will only be booked where it is clearly in the Combined Authority's interest and where formal approval has been given in advance by the Chief Executive. Any other reasonable and unavoidable costs related to international travel will be reimbursed on production of a receipt.

6. Travel expenses will be reimbursed for any journey undertaken where the Mayor was undertaking approved duties (see section 5 below). Travel expenses will only be reimbursed if claimed within two months.

3. Subsistence expenses

1. Subsistence should not be claimed except in exceptional circumstances.

2. Overnight hotel accommodation must be booked through the offices of the Combined Authority at the appropriate market rate. Higher rates of accommodation will only be booked where it is clearly in the Combined

Authority's interest and formal approval has been given in advance by the Chief Executive. Any other reasonable and unavoidable costs related to overnight stays will be reimbursed on production of a receipt.

3. Where the Mayor is required to be away overnight then the offices of the Combined Authority should, where possible, make advance provision for meals. Where this is not possible, then the maximum rates that can be claimed are shown below. Any claim for subsistence must be supported with receipts for actual expenditure incurred.

- Lunch - £10
- Evening meal - £15

4. Dependants' carers' expenses

1. If the Mayor has care responsibilities in respect of dependant children under 16 or dependant adults certified by a doctor or social worker as needing attendance, they will be reimbursed, on production of valid receipts, for actual payments to a registered or professional carer. Where care was not provided by a registered or professional carer but was provided by an individual not formally resident at the Mayor's home, a maximum hourly rate of £6.50 will be payable.

2. Dependants' carer's expenses will only be reimbursed if incurred where the Mayor was undertaking approved duties (see section 5 below).

5. Approved duties

1. Travel and dependants' carer's expenses incurred when undertaking duties matching the following descriptions may be claimed for:

- a. Attendance at meetings or events within the Combined Authority area and away from the normal place of work where attendance is required in connection with the role of Mayor, including attendance at meetings of committees, working groups or other bodies of the Authority, as well as formal briefings, training sessions or attendance at pre-arranged meetings with senior officers to discuss the business of the Combined Authority;
- b. Representing the Combined Authority at meetings or events outside of the Combined Authority area;
- c. In respect of dependants' carer's expenses only, undertaking general duties, including surgeries.

2. Travel expenses are not to be paid for journeys between the Mayor's home and ordinary place of work.

3. Travel expenses are not to be paid for attendance at political group meetings or other party political events.

6. Renunciation of Allowances and Part Year Entitlements

1. The Mayor may elect to forego any part of their entitlement to an allowance under this scheme by providing written notice to the Combined Authority's Monitoring Officer.

2. Where the term of office of the Mayor begins or ends otherwise than at the beginning or end of a year, payment of allowances will be pro-rata.

3. If an amendment to this Scheme is made which affects payment of an allowance in the year in which the amendment is made, payment of the amended allowance will be pro-rata.



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Agenda Item No: 9.2

Appointment of Directors to CPCA Subsidiary Companies
PropCo 1, PropCo 2 and Growth Co

To: Cambridgeshire and Peterborough Combined Authority Board

Meeting Date: 19 October 2022

Public report: Yes

Lead Member: Mayor Dr Nik Johnson

From: Edwina Adefehinti- Interim Monitoring Officer

Key decision: No

Forward Plan ref: N/A

Recommendations: What is the Board being asked to do?

The Combined Authority Board is recommended to:

- a) Appoint Fliss Miller, Associate Director, Skills, CPCA as a director of Peterborough Higher Education Property Company Ltd (PROPCo1)
- b) Appoint Adrian Chapman, Executive Director for Place and Economy, Peterborough City Council as a director of Peterborough R & D Property Company Ltd (PropCo2)
- c) Appoint Mark Parkinson, Interim Director, Corporate Services, CPCA as a director of Cambridgeshire and Peterborough Business Growth Company Ltd (GrowthCo)
- d) Approve that these three Directors represent CPCA in its role as a member of the companies at general meetings of the companies.

Voting arrangements: A simple majority of Members present and voting

1. Purpose
 - 1.1 To consider who to nominate to be a director of the three Subsidiary Companies and who should attend meetings of the company on behalf of CPCA as a member.

2. Background

- 2.1 CPCA may appoint up to two Directors to these three companies according to the Shareholder agreements.
- 2.2 It is in the CPCA's interest to have a CPCA appointed directors on the Board of GrowthCo and to the Boards of PropCo1 and Prop Co 2 to build resilience.

Urgency

- 2.3 In view of the fact that a decision on GrowthCo is needed before the next company meeting to ensure CPCA is represented on the Boar, it is recommended that your decisions be treated as urgent thus dispensing with the possibility of call-in.

Significant Implications

3. Financial Implications

- 3.1 No remuneration will be payable to officers acting as a director on subsidiary company Boards

4. Legal Implications

- 4.1 CPCA is a corporate body with a separate legal personality and is therefore capable of owning companies. CPCA may exercise various powers and functions given to it by statute which include a range of express and implied powers to form and acquire shares in a company for the furtherance of the CPCA's aims such as in the Localism Act 2011 and section 95, Local Government Act 2003.
- 4.2 Under the Companies Act, Section 154 A private company must have at least one director and a public company must have at least two directors. In addition, S 155 requires that at least one director must be a natural person.

5. Public Health Implications

- 5.1 N/A

6. Environmental and Climate Change Implications

- 6.1 N/A

7. Other Significant Implications

- 7.1 N/A

8. Appendices

8.1 None

9. Background Papers

N/A



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Agenda Item No. 9.3

Cambridgeshire and Peterborough Combined Authority Forward Plan of Executive Decisions

Published 6 October 2022

The Forward Plan is an indication of future decisions. It is subject to continual review and may be changed in line with any revisions to the priorities and plans of the CPCA. It is re-published on a monthly basis to reflect such changes.

Purpose

The Forward Plan sets out all of the decisions to be taken by the Combined Authority Board, Executive Committees or by way of a Mayoral Decision Notice in the coming months. This makes sure that local residents and organisations know what decisions are due to be taken and when.

The Forward Plan is a live document which is updated regularly and published on the [Combined Authority website](#) (click the Forward Plan' button to view). At least 28 clear days' notice will be given of any key decisions to be taken.

What is a key decision?

A key decision is one which, in the view of the Overview and Scrutiny Committee, is likely to:

- i. result in the Combined Authority spending or saving a significant amount, compared with the budget for the service or function the decision relates to (usually £500,000 or more); or
- ii. have a significant effect on communities living or working in an area made up of two or more wards or electoral divisions in the area.

Non-key decisions and update reports

For transparency, the Forward Plan also includes all non-key decisions and update reports to be considered by the Combined Authority Board and Executive Committees.

Access to reports

A report will be available to view online one week before a decision is taken. You are entitled to view any documents listed on the Forward Plan after publication, or obtain extracts from any documents listed, subject to any restrictions on disclosure. There is no charge for viewing the documents, although charges may be made for photocopying or postage. Documents listed on this notice can be requested from [Edwina Adefehinti, Deputy Monitoring Officer](#) for the Combined Authority.

The Forward Plan will state if any reports or appendices are likely to be exempt from publication or confidential and may be discussed in private. If you want to make representations that a decision which it is proposed will be taken in private should instead be taken in public please contact [Edwina Adefehinti, Deputy Monitoring Officer](#), at least five working days before the decision is due to be made.

Substantive changes to the previous month's Forward Plan are indicated in bold text for ease of reference. An accessible version of the information contained on the Forward Plan is also available on request from [Democratic Services](#).

Notice of decisions

Notice of the Combined Authority Board's decisions and Executive Committee decisions will be published online within three days of a public meeting taking place.

Standing items at Executive Committee meetings

The following reports are standing items and will be considered by at each meeting of the relevant committee. The most recently published Forward Plan will also be included on the agenda for each Executive Committee meeting:

Housing and Communities Committee

1. Affordable Housing Programme Loans Update
2. Affordable Housing Programme – Update on Implementation

Skills Committee

1. Budget and Performance Report
2. Employment and Skills Board Update

Transport and Infrastructure Committee

1. Performance and Finance Report

Housing and Communities Committee – 7 October 2022 [rescheduled from 12 September 2022]

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
1.	24 High Street, Wisbech	Housing and Communities Committee	7 October 2022	Key Decision 2022/048	To consider making a grant for six one-bedroom affordable housing units inside a vacant property on Wisbech High Street, within a conservation area, to regenerate the High Street and increase footfall.	Relevant internal and external stakeholders	Roger Thompson Director of Housing and Development	Councillor Lewis Herbert Lead Member for Housing	It is not anticipated that there will be any documents other than the report and relevant appendices.
2.	Devolved funding to support community housing initiatives	Housing and Communities Committee	7 October 2022	Decision	To consider proposals to allocate devolved funding to support community housing schemes and make recommendations to the Combined Authority Board.	Relevant internal and external stakeholders	Roger Thompson Director of Housing and Development	Councillor Lewis Herbert Lead Member for Housing	It is not anticipated that there will be any documents other than the report and relevant appendices.
3.	Winding Up Angle Holdings and Angle Developments	Housing and Communities Committee	7 October 2022	Decision	To consider proposals for the winding up of Angle Holdings and Angle Developments	Relevant internal and external stakeholders	Roger Thompson Director of Housing and Development	Councillor Lewis Herbert	It is not anticipated that there will be any documents

	(East) (via H&CC)				(East) and make recommendations to the Combined Authority Board.			Lead Member for Housing	other than the report and relevant appendices.
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Combined Authority Board – 19 October 2022

Governance items

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
4.	Combined Authority Board Membership Update September 2022	Cambridgeshire and Peterborough Combined Authority Board	19 October 2022	Decision	To note a change in Cambridge City Council's substitute member of the Combined Authority Board and changes to substitute members of the Audit and Governance and	Relevant internal and external stakeholders	Edwina Adefehinti Deputy Monitoring Officer	Councillor Edna Murphy Lead Member for Governance	It is not anticipated that there will be any documents other than the report and relevant appendices.

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
					Overview and Scrutiny Committee.				
5.	Annotated Forward Plan	Cambridgeshire and Peterborough Combined Authority Board	19 October 2022	Decision	To approve the latest version of the forward plan.	Relevant internal and external stakeholders	Edwina Adefehinti Deputy Monitoring Officer	Councillor Edna Murphy Lead Member for Governance	It is not anticipated that there will be any documents other than the report and relevant appendices.
6.	Budget Monitor Update	Cambridgeshire and Peterborough Combined Authority Board	19 October 2022	Decision	To provide an update on the revenue and capital budgets for the year to date.	Relevant internal and external stakeholders	Jon Alsop Section 73 Chief Finance Officer	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
									to be published.
7.	Independent Remuneration Panel Report	Cambridgeshire and Peterborough Combined Authority Board	19 October 2022	Decision	To consider the recommendations of the Independent Remuneration Panel in relation to the Mayor's allowance.	Relevant internal and external stakeholders	Edwina Adefehinti Deputy Monitoring Officer	Councillor Edna Murphy Lead Member for Governance	It is not anticipated that there will be any documents other than the report and relevant appendices.
8.	Interim Chief Executive's Diagnosis: Improvement Framework	Cambridgeshire and Peterborough Combined Authority Board	19 October 2022	Decision	To share with CA Board the Chief Executive's diagnosis assessment of the Cambridge and Peterborough Combined Authority (CA) which the self-assessment exercise, completed	Relevant internal and external stakeholders	Gordon Mitchell Interim Chief Executive	Councillor Edna Murphy Lead Member for Governance	It is not anticipated that there will be any documents other than the report and relevant appendices.

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
					<p>following the Board meeting on 27 July 2022, helped inform.</p> <p>To seek approval for the Interim Chief Executive's proposals for an outline Improvement Plan that sets out the key areas of focus and outcomes required arising from the self-assessment exercise.</p> <p>To seek approval for the arrangements and membership for an Improvement Board to provide support and</p>				

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
					challenge to ensure identified areas of improvement are delivered and embedded.				
9.	Senior Management Re-structure New item	Cambridgeshire and Peterborough Combined Authority Board	19 October 2022	Decision	To note the new CPCA structure and gain agreement to recruit to this new structure.	Relevant internal and external stakeholders	Mark Parkinson Interim Director Corporate Services	Councillor Edna Murphy Lead Member for Governance	It is not anticipated that there will be any documents other than the report and relevant appendices.
10.	Appointment of Directors to PropCo 1, PropCo2 and Growth Co - Companies wholly owned by the	Cambridgeshire and Peterborough Combined Authority Board	19 October 2022	Decision	To approve the appointment of Directors to PropCo 1, PropCo2 and Growth Co - Companies wholly owned by the	Relevant internal and external stakeholders	Edwina Adefehinti Deputy Monitoring Officer	Councillor Edna Murphy Lead Member for Governance	It is not anticipated that there will be any documents other than the report and

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
	Combined Authority New item				Combined Authority.				relevant appendices.
11.	Minutes of the Extraordinary meeting on 20 May 2022* *Contains exempt information [see below]	Cambridgeshire and Peterborough Combined Authority Board	19 October 2022	Decision	To approve the minutes of the meeting.	Relevant internal and external stakeholders	Richenda Greenhill, Democratic Services Officer	Councillor Edna Murphy Lead Member for Governance	It is not anticipated that there will be any documents other than the report and relevant appendices.
12.	Minutes of the meeting on 27 July 2022* *Contains exempt information [see below]	Cambridgeshire and Peterborough Combined Authority Board	19 October 2022	Decision	To approve the minutes of the meeting.	Relevant internal and external stakeholders	Richenda Greenhill, Democratic Services Officer	Councillor Edna Murphy Lead Member for Governance	It is not anticipated that there will be any documents other than the report and relevant appendices.

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
13.	Minutes of the meeting on 31 August 2022* and Action Log *Contains exempt information [see below]	Cambridgeshire and Peterborough Combined Authority Board	19 October 2022	Decision	To approve the minutes of the previous meeting and review the action log.	Relevant internal and external stakeholders	Richenda Greenhill, Democratic Services Officer	Councillor Edna Murphy Lead Member for Governance	It is not anticipated that there will be any documents other than the report and relevant appendices.

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

Mayoral Decision

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
14.	Adult Education Budget Contract Awards for 2022-23	Cambridgeshire and Peterborough Combined Authority Board	19 October 2022	Decision	To report the award by way of Mayoral Key Decision 2022/013 of the Adult Education Budget Contract Awards for 2022-23 and delegated authority to enter into contracts.	Relevant internal and external stakeholders	Fliss Miller Interim Associate Skills Director	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.

Combined Authority Board Decisions

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
15.	Emerging Bus Strategy	Cambridgeshire and Peterborough Combined Authority Board	19 October 2022	Decision	To consider the emerging Bus Strategy.	Relevant internal and external stakeholders	Steve Cox Associate Director and Tim Bellamy Interim Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.
16.	Kings Dyke: Request to draw down Subject to Approval Funding	Cambridgeshire and Peterborough Combined Authority Board	19 October 2022	Key Decision 2022/025	To receive an update on the progress of the Kings Dyke project and consider recommendations to approve the drawdown of subject to approval funding.	Relevant internal and external stakeholders	Steve Cox Associate Director and Tim Bellamy Interim Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
17.	Active Travel Grant Funding	Cambridgeshire and Peterborough Combined Authority Board	19 October 2022	Key Decision 2022/040	To note the Active Travel Grant Funding award by government and consider a recommendation to approve the drawdown of the funding.	Relevant internal and external stakeholders	Steve Cox Associate Director Tim Bellamy Interim Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.
18.	Capability and Ambition Fund New Item	Cambridgeshire and Peterborough Combined Authority Board	19 October 2022	Key Decision 2022/060 [General Exception]	To provide an update on the Active Travel England's Capability and Ambition Funding bid and subject to approval of the bid to draw down the funds and enter into grant funding agreements	Relevant internal and external stakeholders	Steve Cox Associate Director Tim Bellamy Interim Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
19.	E-Scooter Trial Next Steps Moved from November	Cambridgeshire and Peterborough Combined Authority Board	19 October 2022	Decision	To consider an update on the e-scooter trial in Cambridge and approve next steps.	Relevant internal and external stakeholders	Steve Cox Associate Director and Tim Bellamy Interim Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.
20.	March Area Transport Scheme: Drawdown on funds for Active Travel	Cambridgeshire and Peterborough Combined Authority Board	19 October 2022	Key Decision 2022/046	To receive an update on the Full Business Case and consider recommendations to approve drawdown on funds for active travel (walking and cycling).	Relevant internal and external stakeholders	Steve Cox Associate Director and Tim Bellamy Interim Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.
21.	Fengate Phase 1	Cambridgeshire and Peterborough	19 October 2022	Key Decision 2022/045	To consider recommendations to approve advance funding	Relevant internal and external stakeholders	Steve Cox Associate Director and	Mayor Dr Nik Johnson	It is not anticipated that there will be any

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
		Combined Authority Board			on active travel aspects through the drawdown on funds.		Tim Bellamy Interim Head of Transport		documents other than the report and relevant appendices.
22.	Peterborough Junction 3	Cambridgeshire and Peterborough Combined Authority Board	19 October 2022	Key Decision 2022/044	To consider recommendations to approve advance funding on active travel aspects through the drawdown of funds.	Relevant internal and external stakeholders	Steve Cox Associate Director and Tim Bellamy Interim Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.
23.	Climate Commission	Cambridgeshire and Peterborough Combined Authority Board	19 October 2022	Key Decision 2022/033	To approve the Business Case for revenue support to the Independent Commission on Climate and approve £50k per	Relevant internal and external stakeholders	Gordon Mitchell Interim Chief Executive	Councillor Bridget Smith Lead Member for the Environment	It is not anticipated that there will be any documents other than the report and

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
					annum from Climate Commission subject to approval line in the medium-term financial plan (MTFP).			and Climate Change	relevant appendices to be published.
24.	Market Towns Programme Financial Update September 2022	Cambridgeshire and Peterborough Combined Authority Board	19 October 2022	Key Decision 2022/043	To approve updated expenditure profiles for projects under the existing CPCA Market Towns Programme.	Relevant internal and external stakeholders	Roger Thompson Director of Housing and Development	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
25.	Greater South East Net Zero Hub	Cambridgeshire and Peterborough	19 October 2022	Key Decision 2022/053	To agree the acceptance of the BEIS Net Zero Hub MoU 2022 to	Relevant internal and external stakeholders	Mark Parkinson	Councillor Bridget Smith	It is not anticipated that there will be any

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
	New item	Combined Authority Board		[General Exception]	2025 and the delivery of new projects and pilots; delegate authority to the Chief Executive, in consultation with the Chief Finance Officer and Monitoring Officer, to update the Net Zero Hub Board Terms of Reference and Accountable Body Agreement; and delegate authority to the Net Zero Hub Board for the use of the grants where the decisions do not impact the Combined		Interim Director Corporate Services	Lead Member for the Environment and Climate Change	documents other than the report and relevant appendices to be published.

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
					Authority staffing arrangements.				

Recommendations from Skills Committee

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
	<p>Adult Education Budget Contract Awards for 2022-23</p> <p>MDN on 20.09.22</p>	Cambridgeshire and Peterborough Combined Authority Board	19 October 2022	Key Decision 2022/013	To approve Adult Education Budget Contract Awards for 2022-23 and delegate authority to enter into contracts.	Relevant internal and external stakeholders	Fliss Miller Interim Associate Skills Director	Councillor Lucy Nethsingha Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant appendices to be published

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
	<p>Multiply adult numeracy programme: Grant and Contract Awards</p> <p>Removed</p> <p>[Decision taken under special urgency arrangements 31.08.22 KD2022/052]</p>	Cambridgeshire and Peterborough Combined Authority Board	19 October 2022	Key Decision 2022/042	To approve the Multiply grant funding allocations to Further Education providers and the programme management approach.	Relevant internal and external stakeholders	Fliss Miller Interim Associate Skills Director	Councillor Lucy Nethsingha Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
26.	Addressing Further Education 'Cold-Spots' in East Cambridgeshire and St Neots	Cambridgeshire and Peterborough Combined Authority Board	19 October 2022	Key Decision 2022/047	To approve a new budget-line for 'Addressing Further Education Coldspots Projects - East Cambs and St Neots' and the	Relevant internal and external stakeholders	Fliss Miller Interim Associate Skills Director	Councillor Lucy Nethsingha Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
					allocation of £4.8m from Gainshare over three years and approve draw-down of £225,000 to procure consultants to develop the Business Cases.				appendices to be published

Recommendations from the Housing and Communities Committee

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
27.	Winding Up Angle Holdings and Angle Developments (East) (via H&CC)	Cambridgeshire and Peterborough Combined Authority Board	19 October 2022	Decision	To consider proposals for the winding up of Angle Holdings and Angle Developments (East).	Relevant internal and external stakeholders	Roger Thompson Director of Housing and Development	Councillor Lewis Herbert Lead Member for Housing	It is not anticipated that there will be any documents other than the report and relevant appendices.
28.	Devolved funding to support community housing initiatives	Cambridgeshire and Peterborough Combined Authority Board	19 October 2022	Decision	To consider proposals to allocate devolved funding to support community housing schemes.	Relevant internal and external stakeholders	Roger Thompson Director of Housing and Development	Councillor Lewis Herbert Lead Member for Housing	It is not anticipated that there will be any documents other than the report and relevant appendices.

Recommendations from the Business Board

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
29.	Recycled Local Growth Fund (LGF) Project Proposals – Category 2 Call: Produce Hub	Cambridgeshire and Peterborough Combined Authority Board	19 October 2022	Key Decision 2022/022	To approve LGF Recycled Funding Proposals received under the Category 2 funding call: Produce Hub. and a project change request relating to the Medtech Mega Factory project.	Relevant internal and external stakeholders including Skills Committee	Steve Clarke Senior Responsible Officer Local Growth Fund and Market Insight and Evaluation	Alex Plant Chair of the Business Board	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
30.	Enterprise Zones - Cambourne Business Park Boundary Change & Programme Update	Cambridgeshire and Peterborough Combined Authority Board	19 October 2022	Decision	To approve proposed changes to the boundary of Cambourne Business Park Enterprise Zone site, and to update members on the Enterprise Zones Programme evaluation review.	Relevant internal and external stakeholders including Skills Committee	Steve Clarke Senior Responsible Officer Local Growth Fund and Market Insight and Evaluation	Alex Plant Chair of the Business Board	It is not anticipated that there will be any documents other than the report and relevant appendices to be published

Skills Committee 7 November 2022

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
31.	University of Peterborough, Delivery Update and Future CPCA Role	Skills Committee	7 November 2022	Decision	To note the progress of the development of the University of Peterborough, its initial and potential performance against the original business plan objectives and to consider the future role of the CPCA in the further evolution and development of the University and make recommendations to the Combined Authority Board.	Relevant internal and external stakeholders, including the Business Board	Fliss Miller Interim Associate Skills Director	Councillor Lucy Nethsingha Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.
	University of Peterborough	Skills Committee	7 November 2022	Decision	To consider the Programme	Relevant internal and	Fliss Miller Interim Associate	Councillor Lucy Nethsingha	It is not anticipated that there

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
	Programme Business Case				Business Case for the University of Peterborough and make recommendations to the Combined Authority Board.	external stakeholders	Skills Director	Lead Member for Skills	will be any documents other than the report and relevant appendices to be published
32.	Careers Hub Operational Plan New item	Skills Committee	7 November 2022	Decision	To provide an update on the operational plan and progress of the Careers Hub, allowing committee members the opportunity to inform future activity.	Relevant internal and external stakeholders	Fliss Miller Interim Associate Skills Director	Councillor Lucy Nethsingha Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
33.	Working together with the Third Sector New item	Skills Committee	7 November 2022	Decision	To seek approval for the piloting of a different procurement route for local third sector	Relevant internal and external stakeholders	Fliss Miller Interim Associate Skills Director	Councillor Lucy Nethsingha	It is not anticipated that there will be any documents

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
					providers for Adult Education Budget and Multiply and promoting volunteering.			Lead Member for Skills	other than the report and relevant appendices to be published
34.	Review of the Adult Education Budget Innovation Fund and Proposals for 2022-23 New item	Skills Committee	7 November 2022	Decision	To consider the impact and lessons learnt from projects funded from the Adult Education Budget Innovation Fund for 2020/21 and 2021/22 and to approve proposals for spend in 2022-23 academic year.	Relevant internal and external stakeholders	Fliss Miller Interim Associate Skills Director	Councillor Lucy Nethsingha Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
35.	Health and Care Sector Work Academy – Performance Review	Skills Committee	7 November 2022	Decision	To monitor performance of DWP Pilot programme: The	Relevant internal and external stakeholders	Fliss Miller Interim Associate Skills Director	Councillor Lucy Nethsingha	It is not anticipated that there will be any documents

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
	New item				Health and Care Sector Work Academy.			Lead Member for Skills	other than the report and relevant appendices to be published
36.	Growth Works Performance Review New item	Skills Committee	7 November 2022	Decision	To monitor performance of the Growth Works contract.	Relevant internal and external stakeholders	Fliss Miller Interim Associate Skills Director	Councillor Lucy Nethsingha Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant appendices to be published

Housing and Communities Committee 14 November 2022

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
37.	Digital Connectivity Programme reprofiling New item	Housing and Communities Committee	14 November 2022	Decision	To seek approval to reprofile the Digital Connectivity Programme budget.	Relevant internal and external stakeholders	TBC	Councillor Lewis Herbert Lead Member for Housing	It is not anticipated that there will be any documents other than the report and relevant appendices to be published

Transport and Infrastructure Committee 16 November 2022

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
38.	A47 Dualling Update November 2022	Transport and Infrastructure Committee	16 November 2022	Decision	To provide an update on the outcome of the	Relevant internal and external	Steve Cox Associate Director	Mayor Dr Nik Johnson	It is not anticipated that there

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
	New item				National Highways Review.	stakeholders including the Audit and Governance Committee	Tim Bellamy Interim Head of Transport		will be any documents other than the report and relevant appendices.
39.	Draft Bus Strategy New item	Transport and Infrastructure Committee	16 November 2022	Decision	To consider the draft Bus Strategy, revised Bus Service Improvement Plan and position on franchising and make recommendations to the Combined Authority Board.	Relevant internal and external stakeholders including the Audit and Governance Committee	Steve Cox Associate Director Tim Bellamy Interim Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.
40.	Local Transport and Connectivity Plan Update New item	Transport and Infrastructure Committee	16 November 2022	Decision	To provide an update on the Local Transport and Connectivity Plan and associated workstreams.	Relevant internal and external stakeholders including the Audit and Governance Committee	Steve Cox Associate Director Tim Bellamy Interim Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
41.	Transforming Cities Fund Deferred from September	Transport and Infrastructure Committee	16 November 2022	Decision	To provide an update on the Transforming Cities Fund (TCF), the process for future TCF decisions, and plans to review transport programme management processes.	Relevant internal and external stakeholders	Steve Cox Associate Director Tim Bellamy Interim Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.
42.	Wisbech Rail Next Steps Deferred from September	Transport and Infrastructure Committee	16 November 2022	Decision	To consider an update on the progress on Wisbech Rail and a funding request for next steps and make recommendations to the Combined Authority Board.	Relevant internal and external stakeholders	Steve Cox Associate Director Tim Bellamy Interim Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.
	E-Scooter Trial Next Steps	Transport and Infrastructure Committee	16 November 2022	Decision	To consider an update on the e-scooter trial in Cambridge and	Relevant internal and external stakeholders	Steve Cox Associate Director	Mayor Dr Nik Johnson	It is not anticipated that there will be any

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
	Deferred from September				make recommendations to the Combined Authority Board on next steps.		Tim Bellamy Interim Head of Transport		documents other than the report and relevant appendices.
43.	Snailwell Loop (Newmarket Curve) Deferred from September	Transport and Infrastructure Committee	16 November 2022	Decision	To consider proposals for the release of funds to develop a business case for options to re-open Snailwell Loop (Newmarket Curve)	Relevant internal and external stakeholders	Steve Cox Associate Director and Tim Bellamy Interim Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.
44.	A16 Norwood Improvements Outline Business Case	Transport and Infrastructure Committee	16 November 2022	Decision	To receive an update on the outcome of the Outline Business Case and proposed next steps and make recommendations to the Combined Authority Board.	Relevant internal and external stakeholders including the Audit and Governance Committee	Steve Cox Associate Director Tim Bellamy Interim Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.

Combined Authority Board 30 November 2022

Governance items

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
45.	Minutes of the meeting on 19 October 2022 and Action Log	Cambridgeshire and Peterborough Combined Authority Board	30 November 2022	Decision	To approve the minutes of the previous meeting and review the action log.	Relevant internal and external stakeholders	Richenda Greenhill, Democratic Services Officer	Councillor Edna Murphy Lead Member for Governance	It is not anticipated that there will be any documents other than the report and relevant appendices.
46.	Annotated Forward Plan	Cambridgeshire and Peterborough Combined Authority Board	30 November 2022	Decision	To approve the latest version of the forward plan.	Relevant internal and external stakeholders	Edwina Adefehinti Deputy Monitoring Officer	Councillor Edna Murphy Lead Member for Governance	It is not anticipated that there will be any documents other than the report and relevant appendices.
47.	Budget Monitor Update	Cambridgeshire and Peterborough	30 November 2022	Decision	To provide an update on the revenue and	Relevant internal and external stakeholders	Jon Alsop Section 73 Chief	Mayor Dr Nik Johnson	It is not anticipated that there will be any

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
		Combined Authority Board			capital budgets for the year to date.		Finance Officer		documents other than the report and relevant appendices to be published.
48.	Approval of Procurement Policy	Cambridgeshire and Peterborough Combined Authority Board	30 November 2022	Decision	To approve the Combined Authority's procurement policy	Relevant internal and external stakeholders including the Audit and Governance Committee	Edwina Adefehinti Deputy Monitoring Officer	Councillor Edna Murphy Lead Member for Governance	It is not anticipated that there will be any documents other than the report and relevant appendices.

Combined Authority Decisions

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
49.	Combined Authority Gainshare - Equity Fund	Cambridgeshire and Peterborough Combined Authority Board	30 November 2022	Decision	To approve the Strategic Outline Business Case for the Growth Works Equity Fund project and outline next steps.	Relevant internal and external stakeholders	Steve Clarke Senior Responsible Officer Local Growth Fund and Market Insight and Evaluation	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.
50.	Market Towns Programme: Supporting Community-Owned Businesses and Social Enterprises in Rural Hinterlands – Full Business Case	Cambridgeshire and Peterborough Combined Authority Board	30 November 2022	Key Decision 2022/050	To approve the full business case for the proposed 'Market Towns Programme – Supporting Community-Owned Businesses & Social Enterprises in Rural Hinterlands' programme.	Relevant internal and external stakeholders	Roger Thompson Director of Housing and Development	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
51.	Growth Co Business Plan 2022/23	Cambridgeshire and Peterborough Combined Authority Board	30 November 2022	Decision	To approve the Cambridgeshire Peterborough Business Growth Company Limited (Growth Co) Business Plan 2022/23.	Relevant internal and external stakeholders	Steve Clarke Senior Responsible Officer Local Growth Fund and Market Insight and Evaluation	Alex Plant Chair of the Business Board	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
52.	Climate and Strategy Business Cases November 2022 New item	Cambridgeshire and Peterborough Combined Authority Board	30 November 2022	Key Decision 2022/055	To seek approval for climate and strategy Business Cases and funding from the Subject to Approval line in the Medium Term Financial Plan.	Relevant internal and external stakeholders	Chris Bolton Head of Programme Management Office	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices to be published

Recommendations of the Transport and Infrastructure Committee

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
53.	Bus Strategy New item	Cambridgeshire and Peterborough Combined Authority Board	30 November 2022	Key Decision 2022/058	To update the Board on work around bus franchising and seek approval for the Bus Strategy and revised Bus Service Improvement Plan.	Relevant internal and external stakeholders	Steve Cox Associate Director Tim Bellamy Interim Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
54.	A16 Norwood Improvements Outline Business Case	Cambridgeshire and Peterborough Combined Authority Board	30 November 2022	Key Decision 2022/042	To receive an update on the outcome of the Outline Business Case and approve next steps.	Relevant internal and external stakeholders including the Audit and Governance Committee	Steve Cox Associate Director Tim Bellamy Interim Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
55.	Transforming Cities Fund Deferred from September	Cambridgeshire and Peterborough Combined Authority Board	30 November 2022	Key Decision 2022/035	To consider and approve the recommended capital swaps to ensure the Transforming Cities Fund is spent in a timely manner.	Relevant internal and external stakeholders	Steve Cox Associate Director Tim Bellamy Interim Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.
56.	Wisbech Rail Next Steps Deferred from September	Cambridgeshire and Peterborough Combined Authority Board	30 November 2022	Key Decision 2022/014	To provide an update on the progress of Wisbech Rail and seek funding approval for next steps.	Relevant internal and external stakeholders	Steve Cox Associate Director Tim Bellamy Interim Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices.
	E-Scooter Trial Next Steps Deferred from September	Cambridgeshire and Peterborough Combined Authority Board	30 November 2022	Decision	To consider an update on the e-scooter trial in Cambridge and	Relevant internal and external stakeholders	Steve Cox Associate Director and	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
					approve next steps.		Tim Bellamy Interim Head of Transport		other than the report and relevant appendices.

Recommendations from the Skills Committee

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
57.	University of Peterborough, Delivery Update and Future CPCA Role	Cambridgeshire and Peterborough Combined Authority Board	30 November 2022	Key Decision 2022/029	To note the progress of the development of the University of Peterborough, its initial and potential performance against the	Relevant internal and external stakeholders, including the Business Board	Roger Thompson Director of Housing and Development	Councillor Lucy Nethsingha Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant appendices

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
					original business plan objectives and to consider the future role of the CPCA in the further evolution and development of the University.				to be published.
	University of Peterborough – Programme Business Case	Cambridgeshire and Peterborough Combined Authority Board	30 November 2022	Decision	To approve the Programme Business Case for the University for Peterborough.	Relevant internal and external stakeholders	Fliss Miller Interim Associate Skills Director	Councillor Lucy Nethsingha Lead Member for Skills	It is not anticipated that there will be any documents other than the report and relevant appendices to be published.

Recommendations from the Business Board

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
58.	Profile of Investments	Cambridgeshire and Peterborough Combined Authority Board	30 November 2022	Decision	To note the profile of investments made by the Business Board.	Relevant internal and external stakeholders including Skills Committee	Steve Clarke Senior Responsible Officer Local Growth Fund and Market Insight and Evaluation	Alex Plant Chair of the Business Board	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
59.	Growth Works Management Review November 2022	Cambridgeshire and Peterborough Combined Authority Board	30 November 2022	Decision	To monitor and review programme delivery and performance.	Relevant internal and external stakeholders including Skills Committee	Steve Clarke Senior Responsible Officer Local Growth Fund and Market Insight and Evaluation	Alex Plant Chair of the Business Board	It is not anticipated that there will be any documents other than the report and relevant appendices to be published

Skills Committee – 9 January 2023

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
60.	ARU Peterborough Phase 3 Full Business Case	Skills Committee	9 January 2023	Decision	To consider proposals for the full business case relating to Phase 3, The Living Lab, of ARU Peterborough and make recommendations to the Business Board and Combined Authority Board.	Relevant internal and external stakeholders	Roger Thompson Director of Housing and Development	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices to be published

Transport and Infrastructure Committee 18 January 2023

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
61.	Draft Local Transport and Connectivity Plan (LTCP) New item	Transport and Infrastructure Committee	18 January 2023	Decision	To update the committee on the progress of the LTCP and seek feedback ahead of the final document being submitted for the March round of meetings.	Relevant internal and external stakeholders	Steve Cox Associate Director Tim Bellamy Interim Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
62.	Alternative Fuelled Vehicle Strategy New item	Transport and Infrastructure Committee	18 January 2023	Decision	To consider the draft Alternative Fuelled Vehicle Strategy and make recommendations to the Combined Authority Board (following a round of public consultation).	Relevant internal and external stakeholders	Steve Cox Associate Director Tim Bellamy Interim Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices to be published

Combined Authority Board – 25 January 2023

Governance items

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
63.	Minutes of the meeting on 30 November 2022 and Action Log	Cambridgeshire and Peterborough Combined Authority Board	25 January 2023	Decision	To approve the minutes of the previous meeting and review the action log.	Relevant internal and external stakeholders	Richenda Greenhill, Democratic Services Officer	Councillor Edna Murphy Lead Member for Governance	It is not anticipated that there will be any documents other than the report and relevant appendices.
64.	Annotated Forward Plan	Cambridgeshire and Peterborough Combined Authority Board	25 January 2023	Decision	To approve the latest version of the forward plan.	Relevant internal and external stakeholders	Edwina Adefehinti Deputy Monitoring Officer	Councillor Edna Murphy Lead Member for Governance	It is not anticipated that there will be any documents other than the report and relevant appendices.

Recommendations from the Transport and Infrastructure Committee

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
65.	Alternative Fuelled Vehicle Strategy New item	Cambridgeshire and Peterborough Combined Authority Board	25 January 2023	Key Decision 2022/057	To approve the Alternative Fuelled Vehicle Strategy.	Relevant internal and external stakeholders	Steve Cox Associate Director Tim Bellamy Interim Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices to be published

Recommendations from the Business Board

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
66.	LEP Integration Plan	Cambridgeshire and Peterborough Combined Authority Board	25 January 2023	Decision	To consider the outcomes of the LEP Review and the Combined Authority's LEP Integration Plan as required for submission to Government.	Relevant internal and external stakeholders	Steve Clarke Senior Responsible Officer Local Growth Fund and Market Insight and Evaluation	Alex Plant Chair of the Business Board	It is not anticipated that there will be any documents other than the report and relevant appendices to be published
67.	ARU Peterborough Phase 3 Full Business Case	Cambridgeshire and Peterborough Combined Authority Board	25 January 2023	Key Decision 2022/051	To consider and approve the full business case relating to Phase 3, The Living Lab, of ARU Peterborough.	Relevant internal and external stakeholders	Roger Thompson Director of Housing and Development	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices to be published

Transport and Infrastructure Committee 15 March 2023

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
68.	Local Transport and Connectivity Plan New item	Transport and Infrastructure Committee	15 March 2023	Decision	To consider the final draft of the Local Transport and Connectivity Plan and make recommendations to the Combined Authority Board.	Relevant internal and external stakeholders	Steve Cox Associate Director Tim Bellamy Interim Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices to be published

Combined Authority Board - 22 March 2023

Governance items

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
69.	Minutes of the meeting on 25 January 2023 and Action Log	Cambridgeshire and Peterborough Combined Authority Board	22 March 2023	Decision	To approve the minutes of the previous meeting and review the action log.	Relevant internal and external stakeholders	Richenda Greenhill, Democratic Services Officer	Councillor Edna Murphy Lead Member for Governance	It is not anticipated that there will be any documents other than the report and relevant appendices.
70.	Annotated Forward Plan	Cambridgeshire and Peterborough Combined Authority Board	22 March 2023	Decision	To approve the latest version of the forward plan.	Relevant internal and external stakeholders	Edwina Adefehinti Deputy Monitoring Officer	Councillor Edna Murphy Lead Member for Governance	It is not anticipated that there will be any documents other than the report and relevant appendices.
71.	Budget Monitor Update	Cambridgeshire and Peterborough Combined Authority Board	22 March 2023	Decision	To provide an update on the revenue and capital budgets	Relevant internal and external stakeholders	Jon Alsop Section 73 Chief Finance Officer	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
					for the year to date.				other than the report and relevant appendices to be published.

Recommendations from the Transport and Infrastructure Committee

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
72.	Local Transport and Connectivity Plan New item	Cambridgeshire and Peterborough Combined Authority Board	22 March 2023	Key Decision 2022/056	To approve the Local Transport and Connectivity Plan.	Relevant internal and external stakeholders	Steve Cox Associate Director Tim Bellamy Interim Head of Transport	Mayor Dr Nik Johnson	It is not anticipated that there will be any documents other than the report and relevant appendices

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
									to be published.

FP/10/22

Comments or queries about the Cambridgeshire and Peterborough Combined Authority Forward Plan

Please send any comments or queries about the Forward Plan to [Edwina Adefehinti, Deputy Monitoring Officer](#) :

We need to know:

1. Your comment or query.
2. How we can contact you with a response (please include your name, a telephone number and your email address).
3. Who you would like to respond to your query. If you aren't sure just leave this blank and we will find the person best able to reply.