



**CAMBRIDGESHIRE  
& PETERBOROUGH**  
COMBINED AUTHORITY

## COMBINED AUTHORITY BOARD

**Date: Wednesday, 31 January 2024**

**Democratic Services**

Edwina Adefehinti  
Interim Director Legal and Governance  
Monitoring Officer

**10:00 AM**

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

**South Cambridgeshire District Council  
Council Chamber, South Cambridgeshire Hall, Cambourne  
Business Park, Cambourne, CB23 6EA**

## AGENDA

Open to Public and Press

- 1 Announcements, Apologies for Absence and Declarations of Interest**
- 2 Combined Authority Board and Committee Membership Update 4 - 5  
January 2024**
- 3 Minutes of the previous meeting (20231129) 6 - 17**
- 4 Petitions**
- 5 Public Questions**  
Arrangements for asking a public question can be viewed here  
- [Public Questions - Cambridgeshire & Peterborough Combined Authority \(cambridgeshirepeterborough-ca.gov.uk\)](https://www.cambridgeshirepeterborough-ca.gov.uk)

<b>6</b>	<b>Forward Plan - January 2024</b>	<b>18 - 31</b>
<b>7</b>	<b>Chief Executive Highlights Report January 2024</b>	<b>32 - 38</b>
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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

Al Kingsley

Councillor Anna Bailey

Councillor Chris Boden

Councillor Sarah Conboy

Cllr Mohammed Farooq

Councillor Lucy Nethsingha

Councillor Anna Smith

Councillor Bridget Smith

Councillor Edna Murphy (Non-voting Member)

John O'Brien (Non-voting Member)

Darryl Preston (Non-voting Member)

Clerk Name:	Alison Marston
Clerk Telephone:	
Clerk Email:	alison.marston@cambridgeshirepeterborough-ca.gov.u



<b>Combined Authority Board</b>	Agenda Item
<b>31 January 2024</b>	<b>2</b>

Title:	Combined Authority Board and Committee Membership Update November 2023
Report of:	Edwina Adefehinti, Interim Director Legal and Governance and Monitoring Officer
Lead Member:	Councillor Edna Murphy, Lead Member Governance
Public Report:	Yes
Key Decision:	No
Voting Arrangements:	No vote required

<b>Recommendations:</b>	
A	Note the appointment by Peterborough City Council of Councillor Chris Harper as the substitute member from Peterborough 1 <sup>st</sup> on the Combined Authority's Overview and Scrutiny Committee.
B	Note the temporary change in substitute member from Peterborough City Council on the Transport and Infrastructure Committee on 17 January 2024.

<b>Strategic Objective(s):</b>	
The content of this report demonstrates the work of the Combined Authority towards all the strategic objective(s):	
	Achieving ambitious skills and employment opportunities Achieving good growth Increased connectivity Enabling resilient communities Achieving Best Value and High Performance

<b>1. Purpose</b>	
1.1	The Monitoring Officer has delegated authority to accept changes to membership of committees during the municipal year to ensure there is a full complement of members or substitutes at meetings.
1.2	Changes to appointments are required by the Constitution to be reported to the following meeting of the Combined Authority Board for ratification.

<b>2. Proposal</b>	
2.1	This report advises the Board of amendments to the membership of the Combined Authority Board and Committees for the remainder of the municipal year 2023-24.



### 3. Background

3.1	Peterborough City Council advised that it had confirmed its substitute member for the Cambridgeshire and Peterborough Combined Authority's Overview and Scrutiny Committee from the Peterborough 1 <sup>st</sup> Group. The member was to be Councillor Chris Harper: the change was accepted by the Monitoring Officer on 4 December 2023 and took effect from that date.
3.2	Peterborough City Council advised that a temporary change to the substitute member for the Combined Authority's Transport and Infrastructure Committee would be required for the meeting on Wednesday 17 January 2024. Councillor Ray Bisby was appointed as the temporary substitute to attend that meeting. The change was accepted by the Monitoring Officer and took effect immediately. Following the committee meeting on 17 January 2024, the membership of the committee reverted back to Councillor Eley as the member and Councillor Hiller as the substitute.

### 4. Appendices

4.1	None
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### 5. Implications

#### Financial Implications

5.1	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.
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#### Legal Implications

5.2	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.
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#### Public Health Implications

5.3	None
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#### Environmental & Climate Change Implications

5.4	Neutral
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#### Other Significant Implications

5.5	None
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#### Background Papers

5.6	None
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## Combined Authority Board

**Wednesday 29 November 2023**

Venue:	Council Chamber, Town Hall, Peterborough, PE1 1HF	
Time:	10.00 to 15.15 (break from 12.50 to 13.45)	
Present:	Mayor Dr Nik Johnson Councillor A Smith Councillor L Nethsingha Councillor A Bailey Councillor C Boden Councillor M Farooq Councillor S Conboy Councillor B Smith A Kingsley	Cambridge City Council (Statutory Deputy Mayor) Cambridgeshire County Council East Cambridgeshire District Council Fenland District Council Peterborough City Council Huntingdonshire District Council South Cambridgeshire District Council Chair of the Business Board
Co-Opted Members:	J. Peach J O'Brien	Police and Crime Commissioner (substitute) Cambridgeshire and Peterborough Integrated Care Board
Apologies	Councillor E Murphy D Preston	Cambridgeshire and Peterborough Fire Authority Police and Crime Commissioner

### Minutes:

<b>1</b>	<b>Announcements, Apologies for Absence and Declarations of Interest</b>
	<p>Apologies for absence were reported as set out above.</p> <p>There were no declarations of interest.</p>
<b>2</b>	<b>Combined Authority Membership Update September 2023</b>
	<p>The Board received a report outlining changes to the membership of board and committees of the Combined Authority.</p> <p>It was resolved to:</p> <ul style="list-style-type: none"> <li>A Note the appointment by Cambridgeshire County Council of Councillor Bradnam as the Member and Councillor Atkins as the substitute on the Overview and Scrutiny Committee for the remainder of the municipal year 2023-24.</li> <li>B Note the change in membership and substitutes at the Combined Authority Board and its thematic committees following the change in leadership at Peterborough City Council on 1 November 2023.</li> <li>C Note the change in membership and substitutes from the Conservative Group at Peterborough City Council on the Combined Authority's regulatory committees and.</li> <li>D Note the temporary change in substitute by Fenland District Council for the Audit and Governance Committee meeting on 17 November 2023.</li> <li>E Note the temporary change in substitute representative of the Labour Party on the Human Resources Committee on 16 November 2023.</li> <li>F Note the appointment of a Peterborough 1st representative to the Overview and Scrutiny Committee from Peterborough City Council.</li> </ul>

<b>3</b>	<b>Minutes</b>
	The minutes of the meeting on 20 September 2023 were approved as an accurate record and signed by the Mayor. The minutes action log was noted.
<b>4</b>	<b>Petitions</b>
	No petitions were received.
<b>5</b>	<b>Public Questions</b>
	Three public questions were received in advance of the meeting in accordance with the procedure rules in the Constitution. A copy of the questions and responses can be viewed <a href="#">here</a> when available.
<b>6</b>	<b>Forward Plan</b>
	It was resolved unanimously to: A Approve the Forward Plan for November 2023
<b>7</b>	<b>Breach of Members' Code of Conduct by Mayor Nik Johnson</b>
	<p>Deputy Mayor, Councillor Anna Smith, took the Chair for this item.</p> <p>The Monitoring Officer introduced the report, presenting the Board with the findings of the Audit and Governance Sub-Committee. The sub-committee, established by the parent committee A&amp;G, operates under delegations and is responsible for addressing member code of conduct complaints. The sub-committee performs a quasi-judicial function, and its decisions have no right of appeal. The Board's scope was to note the findings and ask questions regarding the process the panel followed.</p> <p>Councillor Anna Smith emphasised the need for respectful discussions and urged the Board members to maintain courtesy and professionalism.</p> <p>Expressing concerns about the sanctions and the impact on public accountability, Councillor Anna Bailey proposed making the investigator's report public, highlighting the need for transparency and public interest. She also called for a review of the Mayor's apology and suggested a broader review of policies including the whistleblowing and safeguarding policies. She asked for the Audit and Governance Committee to consider this in their future discussions.</p> <p>The Monitoring Officer clarified the Mayor's apology process, the legal constraints on sanctions, and the reasons for not publishing the full investigator's report. She explained the need to balance transparency with protecting individuals' privacy. The public decision notice sets out exactly what the allegations were and exactly what the findings were. The full investigators report contains information about third parties; if published it would put those other individuals in a difficult position and also potentially discourage others from making formal complaints in the future. The constitution specifically states that the Monitoring Officer will publish a decision notice at the end of the process, there is no justification for publishing the full report.</p> <p>Councillor Sarah Conboy raised concerns about safeguarding and sought assurance from the Monitoring Officer on any ongoing issues. This assurance was provided including outlining measures taken to address and prevent future issues.</p> <p>Querying the names of the law firm and barrister that had advised regarding the non-publication of the investigator's report, John Peach queried whether it would be in the best interest of the public to release it as some of the rumours circulating are quite serious. The monitoring officer confirmed that she would share the details of those who gave the legal advice with Board members.</p> <p>Councillor Anna Smith asked the Monitoring Officer to clarify whether there was anything within the investigator's report that suggested sexual impropriety by the Mayor. The Monitoring Officer confirmed that there were no allegation or findings of such behaviour on his part.</p> <p>Responding to comments that the staff turnover at the CPCA was due to the Mayor's behaviour, Councillor Lucy Nethsingha highlighted that a number of staff in senior positions at the time were either interim or not suitable for the roles they were in. The lack of support from Central Government was also not a direct result of these issues, it was regarding the governance of the authority. Much has changed over the last two years.</p> <p>Emphasising that she felt a robust process has been undertaken, Councillor Bridget Smith reminded the Board that the hearing panel (represented by all the board's political parties) reached a unanimous</p>

<p>decision. Residents now expect the Combined Authority to get on with the important job they are elected to do for the people of Cambridgeshire and Peterborough.</p> <p>Despite political differences, Councillor Chris Boden acknowledged the Mayor’s personal affability and considered the situation a tragedy, attributing it to a lack of proper induction and training. He urged an open discussion, highlighting the challenges arising from the secrecy over the past 2.5 years and the resulting speculations. He emphasised the importance of transparency in refuting gossip, calling for a return to the Nolan principles of integrity, openness, accountability, and leadership. Despite recent improvements in governance, Councillor Boden criticised the inconsistency in handling the report, suggesting it reflected a continuing story of poor governance.</p> <p>Cllr Mohammed Farooq noted that though he had not followed the process throughout he wanted to comment that he does not condone any behaviour like this and felt that apology was right thing to be done. The report was independent, lessons have been learned and training has been put in place. We now need to concentrate on delivering for constituent authorities.</p> <p>As the representative from the Business Board, Al Kingsley iterated that they have no view on the process or appropriateness of the sanctions. He did want to stress that an identified limit to the Authority’s expansion and access to economic growth is the perception of processes. It would be laughable for a decision of a committee responsible for governance oversight to be overturned. If we do not think about expediency, we are becoming complicit in the process: the timeline of this is counterproductive to us moving forward in a positive way.</p> <p>A motion was proposed by Councillor Anna Bailey, seconded by Councillor Chris Boden, to make the investigator's report public with appropriate redactions. The advice from the Monitoring Officer was that this motion was improper as the hearing panel tasked with the responsibility of deciding member code of conduct complaints has made a final decision. It is not proper governance for board to seek to overturn the decision of a committee that was set up by statute for that purpose.</p> <p>The Mayor expressed regret, apologised for causing upset, and welcomed the publication of the decision notice. He acknowledged the mistakes made, accepted the findings, and urged the Board to come together for the authority's best interests. He also addressed personal comments made against him by Councillor Anna Bailey, asking her to apologise publicly; stating that if not he would take formal action against her. Councillor Bailey stood by her statements.</p> <p>Councillor Anna Smith thanked everyone involved in the improvement process and expressed faith in the thoroughness of the undertaken process.</p> <p>It was resolved to:</p> <p style="padding-left: 40px;">A Note the findings of the Hearing Panel, subcommittee of the Audit &amp; Governance Committee</p>
<p style="text-align: center;">---o0o---</p> <p style="text-align: center;"><i>Meeting adjourned from 11:55 to 12:10</i></p> <p style="text-align: center;"><i>Councillor Anna Bailey left during the break</i></p> <p style="text-align: center;">---o0o---</p>
<p><b>14     Draft 2024/25 Corporate Strategy and Budget and Medium-Term Financial Plan 2024/2028</b></p>
<p>The Executive Director, Resources and Performance, introduced the report and highlighted key points to members. He drew attention to the reserve levels which are set at 2% and confirmed that this is considered sufficient as the Combined Authority’s expenditure is more predictable than that of other Local Authority’s whose services are demand-led. There is also an additional £1.45m in response funds which is effectively a separate contingency and approximately 4% of expenditure.</p> <p>It was emphasised that efficiency had been a key focus in producing the draft MTFP, something that has been inherent since the inception of the Combined Authority in 2017.</p> <p>During discussion, the following points were raised by Board members:</p> <ul style="list-style-type: none"> <li>• The suggestion of increasing the Mayoral precept was raised as a huge burden on individuals already stretched due to the cost-of-living crisis. However it was noted that those on the lowest incomes get council tax relief and there is scope for individual councils to support their residents in this way. It was agreed that the increase in precept would be a challenge for residents. Communication will be a key factor ensuring it is clear how each local area will benefit.</li> <li>• It was requested (and confirmed by officers) for a physical address and email to be included as an option for consultation responses for those who wish to respond in that way. It was also suggested that copies of the pack could be made available in customer points across the region.</li> </ul>

<ul style="list-style-type: none"> <li>• The bus improvements outlined in the plan are welcomed, emphasising how vital public transport is for the region and how important it is in terms of access to health facilities too. The proposed subsidy for under 25s was also highlighted as very positive.</li> <li>• It was also noted that the MTFP and Corporate Strategy have positive and wide-ranging public health implications as well as climate change implications which were not highlighted in the report.</li> </ul> <p>Officers were thanked for all the hard work pulling the draft plan together. The clarity of the documents as well as the level of engagement was appreciated.</p> <p>On being proposed by the Mayor, seconded by Councillor Anna Smith, it was resolved to:</p> <ul style="list-style-type: none"> <li>A Note the developing draft Corporate Strategy following refresh</li> <li>B Approve the Draft Budget for 2024-25 and the Medium-Term Financial Plan 2024-25 to 2027-28 for consultation <i>[7 in favour, 1 abstention]</i></li> <li>C Approve the timetable for consultation and those to be consulted <i>[unanimous]</i></li> </ul>
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<p><b>18 Recommendations from the Transport and Infrastructure Committee</b></p>
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<p>The Board was advised that all recommendations had been supported by the Transport and Infrastructure Committee at its meetings on 13 September and 15 November 2023.</p> <p><b>Local Transport and Connectivity Plan</b></p> <p>The Acting Assistant Director Transport introduced the report and highlighted key changes that had been made to the plan since it last came to the Board for discussion.</p> <p>Councillor Chris Boden expressed gratitude for increased mention of strategic opportunities in the medium to longer term. He urged consideration of technological changes like driverless vehicles and drones, also emphasising the need to plan intelligent roads now. Expressed concerns about a perceived war on motorists, especially in rural communities.</p> <p>Emphasising the need for a flexible plan that adapts to evolving needs, Al Kingsley stressed the importance of considering connectivity as well as transport.</p> <p>Councillor Mohammed Farooq commended the plan's focus on people but raised concerns about the lack of connectivity to Northamptonshire and highlighted key things in the plan that would benefit Peterborough including smaller stations in the area and the possibility of a park and ride scheme.</p> <p>Agreeing with the need for future-proofing, Councillor Bridget Smith lamented the delay in approval of the plan. She acknowledged the inevitability of road charging and stressed the plan's role in combating climate change.</p> <p>Councillor Sarah Conboy acknowledged the rural challenges and suggested cross-district collaboration: categorising areas by rural, market towns, and urban for more tailored solutions.</p> <p>Criticising the unhelpful rhetoric of the war on motorists, Councillor Lucy Nethsingha stressed there be consideration of its inappropriate use in a global context. She mentioned the rising cost of car insurance and the impact this will have; potentially pricing people out of being able to get around if we do not improve public transport.</p> <p>Councillor Anna Smith reiterated her thanks to all the officers for the hard work that has gone into this.</p> <p>On being proposed by Councillor A Smith, seconded by Councillor Nethsingha, it was resolved to: <i>[7 in favour, 1 against]</i></p> <ul style="list-style-type: none"> <li>A Approve the Local Transport and Infrastructure Plan</li> </ul>
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<p>---o0o---</p> <p><i>Meeting adjourned from 13:00 to 13:30</i></p> <p><i>Councillor Conboy left the meeting during the break.</i></p> <p>---o0o---</p>
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<p><b>Bus Strategy Update</b></p> <p>The Transport Consultant introduced the report and highlighted key points to members.</p> <p>Whilst the scope of the ambition of the strategy was deemed disappointing by some members, noting that there were other opportunities out there that had not been looked into, the Board were supportive of the report and thanked officers for the work that had been done. The work being done has indicated</p>
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how significant small changes can be to the use of buses. It was also highlighted that having the right degree of focus on social value is incredibly important as this shows the difference a local authority controlled bus network can make compared to a commercial one.

On being proposed by Councillor A Smith, seconded by the Mayor, it was resolved to:  
[6 in favour, 1 abstention]

- A approve the proposals for the 19 tendered bus services which were placed under review.
- B approve the preferred way forward for the allocation of the BSIP+ funding

**BP Roundabout Non-Motorised User (NMU) Crossing Study**

The Acting Assistant Director Transport presented the report, summarising the key points and recommendations.

On being proposed by Councillor A Smith, seconded by the Cllr Bridget Smith, it was resolved to:  
[6 in favour, 1 abstention]

- A to approve the funding of £550,000 for the next stage of this project, from within the MTFP. The funding will be from £1.8m subject to approval unallocated active travel capital funding for 2024/25 to fund further appraisal work (Stage 2 in para 3.5).

**DEFRA’s Air Quality Bid**

The Acting Assistant Director Transport presented the report, summarising the key points and recommendations.

On being proposed by Councillor A Smith, seconded by the Cllr Bridget Smith, it was resolved to:  
[6 in favour, 1 abstention]

- A approve the drawdown of Air Quality Grant funding
- B approve the delegation of authority to the Assistant Director - Transport to enter into a contract with sub-contractors named in the bid, subject to procurement, and in consultation with the Chief Financial Officer and Monitoring Officer.

**Depot for Electric Buses, Peterborough**

The Development Manager presented the report, summarising the key points and recommendations.

The Board Members were delighted that this project can come forward, noting the significant frustration caused by the delay.

On being proposed by Councillor A Smith, seconded by Cllr Farooq, it was resolved unanimously to:

- A approve the drawdown of £200,000 from the ‘subject to approval’ budget to the ‘approved budget’ to meet expenses yet to be incurred by Peterborough City Council (PCC) to commission further feasibility work, investigate governance and funding models, establish site infrastructure requirements, and formulate a site specification.
- B delegate authority to the Executive Director of Place and Connectivity in consultation with the Chief Finance Officer and Monitoring Officer, to enter into a grant funding agreement with PCC for the feasibility study.

<b>8</b>	<p><b>Combined Authority Chief Executive Highlights Report</b></p> <p>The Chief Executive introduced the report and highlighted key points to Board members including the Harvard University report regarding devolution; emphasising the opportunities within the new framework and the process and ongoing work involved in that. He also reminded the Board that the CPCA is looking to take on a pavilion at UKREIIF in May 2024 to showcase the region.</p> <p>Members asked for assurance that wider schemes in the area (including ones from the Oxford Cambridge Pan Regional Partnership) be included in the prospectus for the event.</p> <p>It was resolved to:</p> <ul style="list-style-type: none"> <li>A Note the content of the report.</li> </ul>
<b>9</b>	<p><b>Improvement Plan Update</b></p> <p>The Interim Director, Transformation Programme, introduced the report explaining that the content had already been considered by both the Audit and Governance and Overview and Scrutiny Committees, as well as the Independent Improvement Board.</p> <p>The following points were raised and discussed:</p>

	<ul style="list-style-type: none"> <li>Partnership working is still green/amber. In order for this to move to green, there needs to be further embedding evidenced. It has moved on very significantly but further development is needed.</li> <li>The latest note from the Chair of the Independent Improvement Board, Richard Carr, had been circulated. Comments made in that note were really helpful and need to be taken seriously by Board members.</li> </ul> <p>It was resolved:</p> <p>A To note the progress on the key areas of concern identified by the External Auditor in June 2022 and in the Best Value Notice received in January 2023</p> <p>B To note the observations on progress following the meeting of the Independent Improvement Board meeting on 21 November 2023.</p>
<b>10</b>	<b>Single Assurance Framework: Confirmation and Implementation</b>
	<p>The Governance Improvement Lead introduced the report and explained that following approval of the Single Assurance Framework at Board in September, it has been cleared by government. Several amendments have been suggested (not required) and have been added.</p> <p>Board Members expressed thanks to the officer for all the hard work, noting that this is being used as a blueprint for other authorities.</p> <p>On being proposed by the Mayor, seconded by Councillor Nethsingha, it was resolved: [6 in favour, 1 abstention]</p> <p>A To note the clearance of the Single Assurance Framework by Government</p> <p>B To approve the amendments made to the Single Assurance Framework as set out in 3.5</p> <p>C To approve the terms of reference for the Investment Committee at Appendix B</p> <p>D To approve that the Investment Committee replace the Shareholder Board in the governance arrangements of the Combined Authority from the 2024 AGM onwards</p> <p>E To note the constitutional amendments set out in 4.11 to 4.19 as a result of SAF</p> <p>F To support the implementation of SAF as detailed in 5.14 as follows:</p> <ul style="list-style-type: none"> <li>Between January - May 2024: Roll out of SAF Phase 1</li> <li>From 2024 AGM: Appointments to Investment Committee &amp; roll out of SAF Phase 2 and Phase 3</li> </ul> <p>G To note that the implementation of the SAF will have implications in the PMO service and team design including additional resourcing needs.</p>
	<p style="text-align: center;">---o0o---</p> <p style="text-align: center;"><i>Meeting adjourned from 13:00 to 13:30</i></p> <p style="text-align: center;"><i>Councillor Conboy left the meeting during the break.</i></p> <p style="text-align: center;">---o0o---</p> <p style="text-align: center;"><i>14:14 – John Peach and John O’Brien left</i></p>
<b>11</b>	<b>Revisions to the Cambridgeshire and Peterborough Combined Authority Constitution – Scheme of Delegation</b>
	<p>The Executive Director, Resources and Performance, introduced the report and explained that the new scheme of delegation strikes a balance between delegation to officers and maintaining board oversight and transparency. The report has been through the Audit and Governance Committee for comments which have been included.</p> <p>It was confirmed that a benchmarking exercise had been carried out against other Combined Authorities to ensure the right balance was met.</p> <p>On being proposed by the Mayor, seconded by Councillor Nethsingha, it was resolved to: [6 in favour, 1 abstention]</p> <p>A Approve the proposed update to the Scheme of Delegation of the Combined Authority.</p>
<b>12</b>	<b>Corporate Performance Report Q2 2023/24</b>
	<p>The Acting Policy Manager introduced the report and highlighted key points to Board members.</p> <p>During discussion, the following points were discussed:</p>

	<ul style="list-style-type: none"> <li>• Measurement of inequality is important, and it should be endeavoured to be reduced even if that means that GDA cannot subsequently be increased easily. Councillor Chirs Boden requested further discussions with officers to look for an index that can best be used for this measurement. Councillor Anna Smith emphasised the need to distinguish between inequality and deprivation and offered to put officers in touch with the team at Cambridge City Council who are looking at these areas.</li> <li>• Some of the data is short term, others are slow moving. It might be sensible to not bring the whole set to every meeting.</li> <li>• It is also important to actually call for action on data that is highlighting issues, the examples cited were metrics 10 and 11: total annual CO<sub>2</sub> emissions and the total CO<sub>2</sub> from public transport.</li> </ul> <p>It was resolved to:</p> <ul style="list-style-type: none"> <li>A Scrutinise performance information relating to the Combined Authority's Corporate Key Performance Indicators.</li> <li>B Scrutinise performance information relating to the Combined Authority's Most Complex Programmes and Projects.</li> <li>C Scrutinise performance information relating to the Combined Authority's Headline Priority Activities.</li> <li>D Note progress to evaluate the impact of the Devolution Deal Investment Fund in a Gateway Review.</li> </ul>
<b>13</b>	<b>Budget Update Report November 2023</b>
	<p>The Assistant Director, Finance, introduced the report and highlighted key points to members. During discussion, the following points were raised by Board members:</p> <ul style="list-style-type: none"> <li>• Members noted that the report showed a positive change in the forecast outturn of £6.35m [NOTE: this figure was actually £6.033m], but also that removing the effect of the change on the HUG2 A Rev 23/24 results in this becoming a negative position of £1.8m. Clarification was requested as to how the HUG2 A Revenue 23/24 budget could have an overall negative forecast variance of £2.25m despite having a £8.133m reduction in forecast expenditure compared to the previous month's forecast. Officers committed to providing a summary briefing note.</li> <li>• The highways maintenance capital funding was confirmed as additional money released as part of the Network North policy.</li> </ul> <p>It was noted by Members that government funding has been decreasing for decades to the point where it is becoming unmanageable.</p> <p>On being proposed by the Mayor, seconded by Councillor Anna Smith, it was resolved to: [6 in favour, 1 abstention]</p> <ul style="list-style-type: none"> <li>A Note the financial position of the Combined Authority</li> <li>B Approve the proposed use of unbudgeted Treasury Management loan interest to fund the proposals set out in section 6.</li> <li>C The Combined Authority Board on the Mayor's intention to allocate additional in-year highways maintenance funding to the two local highways authorities, and the amended anticipated figures for 2024-25, as set out in section 7.</li> </ul>
<b>15</b>	<b>Appointment of a Director to CPCA Subsidiary Company - Peterborough Higher Education Property Company Ltd (PropCo1)</b>
	<p>The Interim Assistant Director, Delivery, introduced the report and highlighted key points to Board members.</p> <p>Members welcomed the appointment, noting the officer has the right skills but also the ability to separate their CPCA duties from the company duties.</p> <p>On being proposed by the Mayor, seconded by Al Kingsley, it was resolved to: [unanimous]</p> <ul style="list-style-type: none"> <li>A Appoint Claire Paul, Assistant Director of Skills, CPCA as a director of Peterborough Higher Education Property Company Ltd (PROPCo1)</li> </ul>
<b>16</b>	<b>Statutory and Senior Appointments</b>
	<p>The Chief Executive introduced the report, noting an error in the recommendations as shown below.</p>



	<p>On being proposed by the Mayor, seconded by Councillor Anna Smith, it was resolved to: [6 in favour, 1 abstention]</p> <ul style="list-style-type: none"> <li>A Note the contents of this report.</li> <li>B To note the recommendation made by the Members of the HR Committee at the meeting on 16 <del>March</del> <b>November</b> 2023 that the preferred candidate be appointed to the position of Executive Director (Place and Connectivity).</li> <li>C Delegate to the Chief Executive the function of agreeing with the successful candidates the terms and conditions of appointment, including associated start date and any other requirements and actions necessary to finalise arrangements.</li> <li>D To note that the recruitment for the position of Director of Legal and Governance led to no appointment being made.</li> </ul>
<b>17</b>	<b>Recognising Care Experience as an Equally Protected Characteristic</b>
	<p>The HR Business Partner introduced the report and highlighted key points to Board members. During discussion members made the following points:</p> <ul style="list-style-type: none"> <li>• An amendment to the wording was requested in paragraph 1.2 as not all care leavers are always seen as resilient.</li> <li>• The Care Leavers Bursary was flagged as a great programme</li> <li>• There is a definite need for additional assistance to be provided but it was raised that there is a danger that the more individuals we have with protected characteristics, the less we do for each.</li> </ul> <p>Members were delighted that the CPCA is moving forwards with this. A short statement was read out from Councillor Bryony Goodliffe expressing her delight that this was being considered: this is an important moment for those who have experienced care systems in their childhood.</p> <p>On being proposed by the Mayor, seconded by Councillor Anna Smith, it was resolved unanimously to:</p> <ul style="list-style-type: none"> <li>A Agree that 'care experience' will be treated as if it were a Protected Characteristic by the Combined Authority under the Equalities Act 2010.</li> <li>B Agree that oversight of support to Care Leavers falls within the remit of the Employment and Skills Committee.</li> <li>C Encourage all organisations on the CA Board to explore what more they can do to support care leavers and to share best practice.</li> </ul>
<b>19</b>	<b>Exclusion of the Press and Public</b>
	<p>On being proposed by the Mayor, seconded by Councillor Bridget Smith, it was resolved [6 in favour, 1 abstention] that the press and public be excluded from the meeting on the grounds that the next report contains 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. The public interest in maintaining the exemption must be deemed to outweigh the public interest in its publication.</p>
<b>20</b>	<b>Greater South East Net Zero Hub: Local Net Zero Accelerator Programme MoU</b>
	<p>The Regional Director GSENZH introduced the report and highlighted key points to Board members. During discussion members commented that it was a shame it had to be a closed session as this demonstrates the confidence the government has in the CPCA as an organisation.</p> <p>On being proposed by the Mayor, seconded by Councillor Bridget Smith, it was resolved to: [6 in favour, 1 abstention]</p> <ul style="list-style-type: none"> <li>A Agree the acceptance of the Department for Energy Security &amp; Net Zero, Local Net Zero Accelerator Programme MoU 2023 to 2026.</li> <li>B Delegate authority to the Director of Resources &amp; Performance in consultation with the Monitoring Officer to finalise the details of the Net Zero Places MoU and to enter into the MoU</li> <li>C Delegate authority to the Director of Resources &amp; Performance to approve budgets, undertake procurement or other activities as required to meet the requisites of the MoU, entering into agreements and awarding grants for programme delivery. Such approvals or decisions to be reported to the next meeting of the Combined Authority Board on the exercise of that delegation.</li> <li>D Delegate authority to the Director of Resources &amp; Performance to award grants to the three places, Manchester Combined Authority (up to £7million), West Midlands Combined Authority</li> </ul>

	(up to £7 million) and York (up to £2 million) and procure a financial support service as specified in the MOU (up to £3m).
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Mayor

<b>Agenda Item 3</b>	<b>Appendix</b>
<b>Minutes from Previous Meeting</b>	<b>A</b>

<b>Title:</b> Minutes Action Log	
<b>Report of:</b>	Edwina Adefehinti, Interim Director Legal and Governance & Monitoring Officer
<b>Lead Member:</b>	Councillor Edna Murphy, Lead Member for Governance
<b>Public Report:</b>	Yes

<b>Minute</b>	<b>Report Title</b>	<b>Lead Officer</b>	<b>Action</b>	<b>Response</b>	<b>Status</b>
235.	OneCAM Ltd Audit report	Edwina Adefehinti	To take learning from the OneCAM Ltd audit report and raise the concerns expressed in the meeting, including around potential Officer conflicts of interest, with the Audit and Governance Committee.	<p>The Deputy Monitoring Officer is taking a report to the March meeting of the Audit and Governance Committee along with a new conflict guidance which has already been drafted and discussed with the Executive team. The guidance will be taken to a Leaders' strategy meeting, Audit and Governance Committee and Audits in June 2023.</p> <p>Also, our internal auditors have been commissioned to audit the companies of the CPCA.</p> <p>Deep dive audit completed in draft form. Audit will be reported to A&amp; G and then CA Board in June and July.</p> <p>The MO will bring a report to the CA Board in March 2024.</p>	Open
336.	Climate and Strategy Business Case January 2023	Steve Cox	Cllr Bailey asked for an agreed definition of net zero as there were variances in definition. She would also like to understand what monitoring would be put in place and where was the performance element.	<p>An explanation of net zero was discussed at the June Environment and Sustainable Communities Committee (ESC), the alignment of targets will be a theme for the Climate Summit on 9<sup>th</sup> November and reported back to ESC in January, ahead of the annual climate report to Board in March 24. Work is progressing to secure funds through CANNFUND, which covers the development of locally determined contributions.</p>	Open

Minute	Report Title	Lead Officer	Action	Response	Status
				The Environment & Sustainable Communities Committee in January received a report with the net zero targets across constituent councils, and annual national monitoring data to 2021. Officers were asked to provide an update to the next meeting reflecting the recent change in targets for Peterborough, and present separately the data on area targets and council operations targets. ESC noted that the project on Locally Determined Contributions will start in February following confirmation of Innovate UK funding	
<b>Annual General Meeting 31 May 2023</b>					
12	Calendar of Meetings	Edwina Adefehinti / Alison Marston	Members asked for the calendar to be compiled earlier in future as other constituent authorities plan some work around these dates. They also reiterated the desire for varying venues to be used for Board meetings, providing those venues were accessible for those using public transport.	Democratic services will contact constituent councils at the relevant time to collate dates. 2024/25 Committee calendar will be brought to CA Board in January 2024.	Closed
<b>Meeting 26 July 2023</b>					
8	Budget Update Report	Nick Bell	Cllr B Smith requested that officers bring a report to a future meeting giving an update on the Cultural Strategy.	This is included in the Forward Plan to bring to Board on 20 <sup>th</sup> March 2024	Closed
<b>Meeting 29 November 2023</b>					
7	Breach of Members' Code of Conduct by Mayor Nik Johnson	Edwina Adefehinti	The monitoring officer confirmed that she would share the details of those who gave the legal advice with Board members.	An email was sent to Board members on 23 <sup>rd</sup> January 2024.	Closed
13	Budget Update Report	Rob Emery	Clarification was requested as to how the HUG2 A Revenue 23/24 budget could have an overall negative forecast variance of £2.25m despite having a £8.133m reduction in forecast expenditure compared to the previous month's forecast. Officers committed to providing a summary briefing note.	Clarification on the variance figures will be circulated to Board members before their January meeting	Closed

Minute	Report Title	Lead Officer	Action	Response	Status
14	Draft 2024/25 Corporate Strategy and Budget and Medium-Term Financial Plan 2024/2028	Nick Bell	It was requested (and confirmed by officers) for a physical address and email to be included as an option for consultation responses for those who wish to respond in that way. It was also suggested that copies of the pack could be made available in customer points across the region.	As part of the consultation process a physical address and email for responses were provided and constituent councils asked to suggest suitable customer points in their areas where hard copies of the consultation pack were made available.	Closed



**CAMBRIDGESHIRE  
& PETERBOROUGH**  
COMBINED AUTHORITY

# Cambridgeshire and Peterborough Combined Authority Forward Plan of Executive Decisions

Published 19 January 2024

**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, Thematic 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 Thematic Committees.

## Access to reports

A report will be available to view online one week before a decision is taken. You are entitled to view any documents listed on the Forward Plan after publication, or obtain extracts from any documents listed, subject to any restrictions on disclosure. There is no charge for viewing the documents, although charges may be made for photocopying or postage. Documents listed on this notice can be requested from [Democratic Services](#).

The Forward Plan will state if any reports or appendices are likely to be exempt from publication or confidential and may be discussed in private. If you want to make representations that a decision which it is proposed will be taken in private should instead be taken in public please contact [Edwina Adefehinti, Interim Chief Officer Legal and Governance, Monitoring Officer](#) at least five working days before the decision is due to be made.

Substantive changes to the previous month's Forward Plan are indicated in **bold text** for ease of reference.

## **Notice of decisions**

Notice of the Combined Authority Board's decisions and Thematic Committee decisions will be published online within three days of a public meeting taking place.

## **Standing items at Thematic 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 Thematic Committee meeting:

### Environment and Sustainable Communities Committee

1. Budget Report
2. Affordable Housing Programme – Update on Implementation
3. Climate Partnership Update

### Skills and Employment Committee

1. Budget Report
2. Employment and Skills Board Update

### Transport and Infrastructure Committee

1. Budget Report



	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision
<b>Environment and Sustainable Communities Committee – 22 January 2024</b>									
1	Director's Highlight Report	Environment and Sustainable Communities Committee	22 Jan 2024	To note	To note the key activities of the Place and Connectivity Directorate in relation to environment and sustainable communities	Relevant internal and external stakeholders	Steve Cox Executive Director Place and Connectivity	Councillor Bridget Smith Lead Member, Communities & Environment	None anticipated other than the report and relevant appendices.
2	Climate Summit Outcomes	Environment and Sustainable Communities Committee	22 Jan 2024	Decision	To agree any additional response to the Climate Summit outcomes	Relevant internal and external stakeholders	Steve Cox Executive Director, Place and Connectivity	Councillor Bridget Smith Lead Member, Communities & Environment	None anticipated other than the report and relevant appendices.
3	Infrastructure Delivery Framework	Environment and Sustainable Communities Committee	22 Jan 2024	To note	To receive progress report on preparation of Infrastructure Delivery Framework	Relevant internal and external stakeholders	Steve Cox Executive Director, Place and Connectivity	Councillor Bridget Smith Lead Member, Communities & Environment	None anticipated other than the report and relevant appendices.
4	£100k Homes – Fordham	Environment and Sustainable Communities Committee	22 Jan 2024	Key Decision KD2023/053	To recommend the Combined Authority Board authorise the conditional release of resale price restrictions affecting eight leasehold £100k homes in Fordham. The release shall be conditional upon future purchasers entering into replacement agreements with the Local Housing Authority East Cambridgeshire District Council (ECDC);  Or to explore changing the status of each home to a more conventional type of affordable housing unit at	Relevant internal and external stakeholders	Nick Sweeney Development Manager  Steve Cox Executive Director Place and Connectivity	Councillor Bridget Smith Lead Member, Communities & Environment	None anticipated 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
					each next available lease transfer opportunity				
<b>Combined Authority Board – 31 January 2024</b>									
5	Minutes of the Meeting on 29 November 2023 and Action Log	Combined Authority Board	31 Jan 2024	Decision	To approve the minutes of the previous meeting and review the action log.	Relevant internal and external stakeholders	Edwina Adefehinti Interim Chief Officer Legal and Governance, Monitoring Officer	Councillor Edna Murphy Lead Member Governance	None anticipated other than the report and relevant appendices.
6	Forward Plan	Combined Authority Board	31 Jan 2024	Decision	To approve the latest version of the forward plan.	Relevant internal and external stakeholders	Edwina Adefehinti Interim Chief Officer Legal and Governance, Monitoring Officer	Councillor Edna Murphy Lead Member Governance	None anticipated other than the report and relevant appendices.
7	Budget Monitor Update	Combined Authority Board	31 Jan 2024	Decision	To provide an update on the revenue and capital budgets for the year to date.	Relevant internal and external stakeholders	Nick Bell Chief Finance Officer	Mayor Dr Nik Johnson	None anticipated other than the report and relevant appendices.
8	Review of the Constitution	Combined Authority Board	31 Jan 2024	Decision	To present to the Board the sections of the Constitution that have been reviewed/proposed amendments.	Relevant internal and external stakeholders including Audit and Governance Committee	Edwina Adefehinti Interim Chief Officer Legal and Governance, Monitoring Officer	Councillor Edna Murphy Lead Member Governance	None anticipated other than the report and relevant appendices.
9	Committee Calendar 2024/25	Combined Authority Board	31 Jan 2024	Decision	To agree the calendar of meetings for 2024/25	Relevant internal and external stakeholders	Edwina Adefehinti Interim Chief Officer Legal and Governance, Monitoring Officer	Councillor Edna Murphy Lead Member Governance	None anticipated 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
10	Draft 2024/25 Corporate Strategy and Budget and Medium Term Financial Plan 2024-28	Combined Authority Board	31 Jan 2024	Key Decision KD2023/064 KD2023/065	To approve the refreshed CPCA Corporate Strategy and Business Plan and to set a balanced budget for the forthcoming financial year as required by law, and a medium term financial plan for the next four years.	Relevant internal and external stakeholders	Kate McFarlane Director Policy and Engagement  Nick Bell Chief Finance Officer	Mayor Dr Nik Johnson	None anticipated other than the report and relevant appendices.
11	Mayor's Budget 2024/25	Combined Authority Board	31 Jan 2024	Key Decision KD2023/066	To agree the Mayor's draft budget for 2024/25	Relevant internal and external stakeholders	Nick Bell Chief Finance Officer	Mayor Dr Nik Johnson	None anticipated other than the report and relevant appendices.
12	Improvement Plan Update	Combined Authority Board	31 Jan 2024	To note	To note progress on the Improvement Plan	Relevant internal and external stakeholders	Angela Probert Interim Programme Director - Transformation	Mayor Dr Nik Johnson	None anticipated other than the report and relevant appendices.
<b>Recommendations from the Skills and Employment Committee</b>									
13	Skills Bootcamps F/Y 2024/25	Combined Authority Board	31 Jan 2024	Key Decision KD2023/044	To approve the acceptance of the grant for the 2024/25 financial year	Relevant internal and external stakeholders, including the Business Board	Melissa Gresswell Project Manager – Skills Bootcamps	Councillor Lucy Nethsingha Lead Member Skills	None anticipated other than the report and relevant appendices.
<b>Recommendations from the Environment and Sustainable Communities Committee</b>									
14	£100k Homes – Fordham	Combined Authority Board	31 Jan 2024	Key Decision KD2023/053	To authorise the conditional release of resale price restrictions affecting eight leasehold £100k homes in Fordham. The release shall be conditional upon future purchasers entering into replacement agreements	Relevant internal and external stakeholders	Nick Sweeney Development Manager  Steve Cox Executive Director Place and Connectivity	Councillor Bridget Smith Lead Member, Communities & Environment	None anticipated 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
					with the Local Housing Authority East Cambridgeshire District Council (ECDC); Or to explore changing the status of each home to a more conventional type of affordable housing unit at each next available lease transfer opportunity				
<b>Recommendations from the Transport and Infrastructure Committee</b>									
15	Bus Strategy Update	Combined Authority Board	31 Jan 2024	Key Decision KD2023/059	To provide an update on Bus Strategy work and recommend the outcome of the remaining bus service contracts.	Relevant internal and external stakeholders	Neal Byers Transport Consultant Tim Bellamy Acting Assistant Director Transport Steve Cox Executive Director Place and Connectivity	Councillor Anna Smith Lead Member Transport	None anticipated other than the report and relevant appendices.
<b>Recommendations from Business Board</b>									
16	Market Towns Programme Update	Combined Authority Board	31 Jan 2024	To note	To update members on progress performance and progress of Market Towns programme.	Relevant internal and external stakeholders	Domenico Cirillo Business Programmes and Business Board Manager	Al Kingsley Chair of the Business Board	None anticipated other than the report and relevant appendices.
<b>Combined Authority Board – 28 February 2024</b>									
17	Bus Reform	Combined Authority Board	28 Feb 2024	Key Decision KD2023/058	To seek a decision to consult the public on the reform of buses.	Relevant internal and external stakeholders	Neal Byers Transport Consultant Tim Bellamy Acting Assistant Director Transport	Councillor Anna Smith Lead Member Transport	None anticipated 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
<b>Skills and Employment Committee – 4 March 2024</b>									
18	AEB Funding Policy Changes for 2024/25	Skills and Employment Committee	4 Mar 2024	Decision	To approve the implementation of AEB funding policy changes for the 2024/25 academic year	Relevant internal and external stakeholders, including the Business Board	Jaki Bradley Interim Head of Adult Education Budget	Councillor Lucy Nethsingha Lead Member Skills	None anticipated other than the report and relevant appendices.
19	Mid-Year Skills Performance Review	Skills and Employment Committee	4 Mar 2024	To note	To note mid-year performance on all Skills programmes for the 2023/24 academic year	Relevant internal and external stakeholders, including the Business Board	Claire Paul Interim Assistant Director Skills	Councillor Lucy Nethsingha Lead Member Skills	None anticipated other than the report and relevant appendices.
20	Growth Works Evaluation	Skills and Employment Committee	4 Mar 2024	To note	To receive and note the evaluation findings	Relevant internal and external stakeholders, including the Business Board	Steve Clarke Acting Assistant Director Business, Trade and Investment	Councillor Lucy Nethsingha Lead Member Skills	None anticipated other than the report and relevant appendices.
21	Local Innovation Fund	Skills and Employment Committee	4 Mar 2024	To note	To receive an update on in-year performance and proposals for 2024/25	Relevant internal and external stakeholders, including the Business Board	Jaki Bradley Interim Head of Adult Education Budget	Councillor Lucy Nethsingha Lead Member Skills	None anticipated other than the report and relevant appendices.
22	FE Cold Spots Feasibility Study	Skills and Employment Committee	4 Mar 2024	Decision	To recommend the CA Board approve the recommendations of the feasibility studies for St Neots and East Cambridgeshire	Relevant internal and external stakeholders, including the	Parminder Singh Garcha SRO – Adult Education	Councillor Lucy Nethsingha Lead Member Skills	None anticipated 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
						Business Board			
23	LSIP and LSIF Update	Skills and Employment Committee	4 Mar 2024	To note	To receive a progress report against the LSIP and LISF programme of work	Relevant internal and external stakeholders, including the Business Board	Laura Guymmer Strategic Careers Hub Lead	Councillor Lucy Nethsingha Lead Member Skills	None anticipated other than the report and relevant appendices.
24	Anglia Ruskin University Peterborough (ARUP) [new item]	Skills and Employment Committee	4 Mar 2024	To note	To receive an update on the development of the ARU Peterborough university campus	Relevant internal and external stakeholders, including the Business Board	Jim Cunningham Interim Assistant Director Delivery	Councillor Lucy Nethsingha Lead Member Skills	None anticipated other than the report and relevant appendices.

### Environment and Sustainable Communities Committee – 11 March 2024

25	Director's Highlight Report	Environment and Sustainable Communities Committee	11 Mar 2024	To note	To note the key activities of the Place and Connectivity Directorate in relation to environment and sustainable communities	Relevant internal and external stakeholders	Steve Cox Executive Director Place and Connectivity	Councillor Bridget Smith Lead Member, Communities & Environment	None anticipated other than the report and relevant appendices.
26	Environment and Sustainable Communities Thematic Performance Report Q3	Environment and Sustainable Communities Committee	11 Mar 2024	To note	To receive the quarterly performance report	Relevant internal and external stakeholders	Kate McFarlane Director, Policy & Engagement	Councillor Bridget Smith Lead Member, Communities & Environment	None anticipated other than the report and relevant appendices.
27	Infrastructure Delivery Framework	Environment and Sustainable Communities Committee	11 Mar 2024	Key Decision KD2023/049	To agree Infrastructure Delivery Framework	Relevant internal and external stakeholders	Steve Cox Executive Director, Place and Connectivity	Councillor Bridget Smith Lead Member,	None anticipated 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
								Communities & Environment	relevant appendices.
28	Climate Action Plan Review	Environment and Sustainable Communities Committee	11 Mar 2024	Key Decision KD2023/048	To agree revisions to the Climate Action Plan 2022-2025	Relevant internal and external stakeholders	Steve Cox Executive Director, Place and Connectivity	Councillor Bridget Smith Lead Member, Communities & Environment	None anticipated other than the report and relevant appendices.
29	Cultural Services	Environment and Sustainable Communities Committee	11 Mar 2024	Decision	To approve the business case and associated funding to deliver the Cultural Services project.	Relevant internal and external stakeholders	Steve Cox Executive Director, Place and Connectivity	Councillor Bridget Smith Lead Member, Communities & Environment	None anticipated other than the report and relevant appendices.

### Transport and Infrastructure Committee – 13 March 2024

30	Director's Highlight Report	Transport and Infrastructure Committee	13 Mar 2024	To note	To note the key activities of the Place and Connectivity Directorate in relation to transport and infrastructure	Relevant internal and external stakeholders	Steve Cox Executive Director Place and Connectivity	Councillor Anna Smith Lead Member Transport	None anticipated other than the report and relevant appendices.
31	A141	Transport and Infrastructure Committee	13 Mar 2024	To note	Update on the development of the A141 project to gauge feedback from the members and allow the scheme to proceed to the next appropriate milestones	Relevant internal and external stakeholders	Matthew Lutz Transport Manager  Tim Bellamy Acting Assistant Director Transport	Councillor Anna Smith Lead Member Transport	None anticipated other than the report and relevant appendices.
32	E-Scooter Trial Extension	Transport and Infrastructure Committee	13 Mar 2024	Key Decision KD2023/057	To update members on the progress of the e-scooter trial and to recommend that CA Board approve an extension of the trial	Relevant internal and external stakeholders	Anna Graham Transport Programme Manager  Tim Bellamy Acting Assistant Director Transport	Councillor Anna Smith Lead Member Transport	None anticipated 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
33	LTCP and Transport Strategy <b>[new item]</b>	Transport and Infrastructure Committee	13 Mar 2024	Decision	Update on LTCP and associated strategy work	Relevant internal and external stakeholders	Emma White Acting Transport Strategy and Policy Manager  Tim Bellamy Acting Assistant Director Transport	Councillor Anna Smith Lead Member Transport	None anticipated other than the report and relevant appendices.
34	Transforming City Fund (TCF) <b>[new item]</b>	Transport and Infrastructure Committee	13 Mar 2024	Key Decision KD2024/002	Update on TFC projects and reallocation of underspend	Relevant internal and external stakeholders	Emma White Acting Transport Strategy and Policy Manager  Tim Bellamy Acting Assistant Director Transport	Councillor Anna Smith Lead Member Transport	None anticipated other than the report and relevant appendices.

### Combined Authority Board – 20 March 2024

35	Minutes of the Meeting on 31 January 2024 and Action Log	Combined Authority Board	20 Mar 2024	Decision	To approve the minutes of the previous meeting and review the action log.	Relevant internal and external stakeholders	Edwina Adefehinti Interim Chief Officer Legal and Governance, Monitoring Officer	Councillor Edna Murphy Lead Member Governance	None anticipated other than the report and relevant appendices.
36	Forward Plan	Combined Authority Board	20 Mar 2024	Decision	To approve the latest version of the forward plan.	Relevant internal and external stakeholders	Edwina Adefehinti Interim Chief Officer Legal and Governance, Monitoring Officer	Councillor Edna Murphy Lead Member Governance	None anticipated other than the report and relevant appendices.
37	Budget Monitor Update	Combined Authority Board	20 Mar 2024	Decision	To provide an update on the revenue and capital budgets for the year to date.	Relevant internal and external stakeholders	Nick Bell Chief Finance Officer	Mayor Dr Nik Johnson	None anticipated other than the report and relevant appendices.
38	Review of the Constitution	Combined Authority Board	20 Mar 2024	Decision	To present to the Board the sections of the Constitution that have	Relevant internal and external	Edwina Adefehinti Interim Chief Officer	Councillor Edna Murphy	None anticipated 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
					been reviewed/proposed amendments.	stakeholders including Audit and Governance Committee	Legal and Governance, Monitoring Officer	Lead Member Governance	relevant appendices.
39	Delegations to Officers	Combined Authority Board	20 Mar 2024	Key Decision KD2023/041	Seeking delegated authority in order to enable expedient decisions regarding time sensitive matters	Relevant internal and external stakeholders including Audit and Governance Committee	Edwina Adefehinti Interim Chief Officer Legal and Governance, Monitoring Officer	Councillor Edna Murphy Lead Member Governance	None anticipated other than the report and relevant appendices.
40	Corporate Performance and Risk Report Q3 2023/24	Combined Authority Board	20 Mar 2024	Decision	To present the Corporate Performance Report Q3 2023/24 for Members' scrutiny	Relevant internal and external stakeholders	Jules Ient Interim Policy Manager	Councillor Edna Murphy Lead Member Governance	None anticipated other than the report and relevant appendices.
41	Culture Strategy	Combined Authority Board	20 Mar 2024	To note	To note progress on the development of a Culture Strategy	Relevant internal and external stakeholders	Jules Ient Interim Policy Manager	Mayor Dr Nik Johnson	None anticipated other than the report and relevant appendices.
42	State of the Region Report	Combined Authority Board	20 Mar 2024	To note	To receive interim State of the Region Review findings	Relevant internal and external stakeholders	Jules Ient Interim Policy Manager	Mayor Dr Nik Johnson	None anticipated other than the report and relevant appendices.
<b>Recommendations from the Skills and Employment Committee</b>									
43	FE Cold Spots Feasibility Study	Skills and Employment Committee	20 Mar 2024	Decision	To approve the recommendations of the feasibility studies for St Neots and East Cambridgeshire	Relevant internal and external stakeholders, including the Business Board	Parminder Singh Garcha SRO – Adult Education	Councillor Lucy Nethsingha Lead Member Skills	None anticipated 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
<b>Recommendations from the Environment and Sustainable Communities Committee</b>									
44									
<b>Recommendations from the Transport and Infrastructure Committee</b>									
45	E-Scooter Trial Extension	Combined Authority Board	20 Mar 2024	Key Decision KD2023/057	To update members on the progress of the e-scooter trial and to recommend that CA Board approve an extension of the trial	Relevant internal and external stakeholders	Anna Graham Transport Programme Manager Tim Bellamy Acting Assistant Director Transport Steve Cox Executive Director Place and Connectivity	Councillor Anna Smith Lead Member Transport	None anticipated other than the report and relevant appendices.
<b>Recommendations from Business Board</b>									
46	Business and Social Investment Fund Update	Combined Authority Board	20 Mar 2024	To note	To update members on progress and performance of the Business and Social Investment Fund	Relevant internal and external stakeholders	Steve Clarke Acting Assistant Director Business, Trade and Investment	Councillor Anna Smith Lead Member Transport	None anticipated other than the report and relevant appendices.
47	Business Board Operating Model and Revised Constitution	Combined Authority Board	20 Mar 2024	Decision	To approve the updated Business Board Constitution	Relevant internal and external stakeholders	Domenico Cirillo Business Programmes and Business Board Manager	Al Kingsley Chair of the Business Board	None anticipated other than the report and relevant appendices.
48	SPF and Rural Prosperity Fund Update	Combined Authority Board	20 Mar 2024	To note	To update members on the status of the Shared Prosperity Fund and the Rural Prosperity Fund	Relevant internal and external stakeholders	Steve Clarke Acting Assistant Director Business, Trade and Investment	Al Kingsley Chair of the Business Board	None anticipated other than the report and relevant appendices.

## Comments or queries about the Cambridgeshire and Peterborough Combined Authority Forward Plan

Please send any comments or queries about the Forward Plan to Edwina Adefehinti, Interim Chief Officer Legal and Governance, Monitoring Officer:

We need to know:

1. Your comment or query.
2. How we can contact you with a response (please include your name, a telephone number and your email address).
3. Who you would like to respond to your query. If you aren't sure just leave this blank and we will find the person best able to reply.



<b>Combined Authority Board</b>		Agenda Item
<b>31 January 2024</b>		<b>7</b>
Title:	Combined Authority Chief Executive Highlights Report	
Report of:	Rob Bridge, Chief Executive	
Lead Member:	Mayor Dr Nik Johnson	
Public Report:	Yes	
Key Decision:	No	
Voting Arrangements:	No vote required	

**Recommendations:**

A	Note the content of this report
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**Strategic Objective(s):**

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

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

**1. Purpose**

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

2.1	<p><b>Funds allocated by the CPCA</b></p> <ul style="list-style-type: none"> <li>£1.49m of treasury income to a variety of high priority including local area plans, a demand responsive travel pilot and initiating a Health and Wellbeing strategy</li> <li>£403k of LEVI capability funding to enable Local Authorities to build capacity ahead of capital funding to deliver electric vehicle charging infrastructure</li> <li>£550k allocated to the next stage of business case development for the BP roundabout non-motorised user crossing on the A10</li> </ul>
2.2	<p><b>Funds awarded to the CPCA</b></p> <ul style="list-style-type: none"> <li>£2.9m additional highways capital grants</li> </ul>

### 3. Public Affairs

#### 3.1 UKREiiF

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

A small multi-disciplinary team continue to work to produce consolidated investment pitch which will form a programme of events and marketing materials for the pavilion as the convenor of this activity. The Combined Authority are working in partnership with our constituent authorities, partners and stakeholders to develop these and our overall approach and presence at the event.

Work is also underway to plan a launch event in February.

#### 3.2 East of England All Party Parliamentary Group

The Combined Authority continues to work closely with the East of England All Party Parliamentary Group. We are part of a key group of partners who are drafting key skills asks and offers to the Government for the East of England. These asks and offers have been drafted and once finalised in a report will be launched in Parliament and championed by the influential members and supporters of the East of England All Party Parliamentary Group.

This work builds on a report which measured confidence in the East of England meeting Government's twelve Levelling Up missions, produced by the APPG last year. Deputy Mayor, Anna Smith represented the Combined Authority as a panellist at the report launch in Parliament in February 2023, where she spoke specifically about the skills need of the area.

### 4. Economy and Growth

#### 4.1 ARU Peterborough Second Teaching Building

Another high point in the rapid development of the ARU Peterborough university campus was marked with a 'topping out' ceremony of the second teaching building incorporating the 'Living Lab' public science and technology space.

On Tuesday (January 16) representatives of the three project partners, Cambridgeshire and Peterborough Combined Authority, Peterborough City Council and Anglia Ruskin University, gathered at the building site to mark the completion of the roof structure of the strikingly designed and sustainable building.

This third phase of ARU Peterborough is on the site of the former Regional Pool car park, next to first teaching building, University House. It is planned to open ready for the new academic year in September 2024.

#### 4.2 Peterborough Regeneration Tour

In December, Peterborough City Council leader Mohammed Farooq hosted the Mayor Dr Nik Johnson, on a city centre walkabout tour of key regeneration sites where Combined Authority funding is making a visible difference to the city centre.

Cllr Farooq outlined his priorities to the Mayor – including aspirations for a larger market in the city centre, greater use of the Guildhall in Cathedral Square, tackling homelessness, and developing the city's cultural offering, positioning Peterborough as a place to visit and spend time.

The tour included Bridge Street and Cathedral Square, as well as Broadway and Central Library, where central government Towns Fund money will be used to provide a city centre hub, to be known as The Vine.

The Mayor also visited the regeneration scheme at Northminster, the former market site, where £14m from the Combined Authority has funded redevelopment into more than 350 private affordable homes, and the area known as North Westgate, identified for regeneration.

	<p>Cllr Farooq and the Mayor discussed the station quarter redevelopment, which is progressing thanks to £48m Levelling Up Fund support secured by the Combined Authority with Peterborough City Council.</p>
4.3	<p><b>New Skills Bootcamp to Help People into Careers in Engineering</b></p> <p>The Combined Authority has worked with two engineering companies in Peterborough and a local college to develop an intensive Skills Bootcamp course giving learners the skills they need for a career in the industry.</p> <p>Working with Howden Turbo and Baker Perkins, a technology brand of Schenck Process Food and Performance Materials, the Introduction to Engineering Course begins on January 8, 2024, covering different topics including technical drawing, computer-aided design, fitting, welding and more.</p> <p>Run by College of West Anglia at their Wisbech campus, it is free for learners and is expected to last about 10 weeks. A further incentive is the opportunity of an interview with Baker Perkins or Howden Turbo for their apprenticeship opportunities in 2024.</p> <p>This new Skills Bootcamps also aligns with the Combined Authority's work to increase apprenticeships in the region and support the engineering sector with skilled people to help it to sustain and grow. Hundreds of people in the region, whether employed, unemployed, self-employed or changing careers, have already benefitted from Skills Bootcamps.</p>
4.4	<p><b>Peterborough College Centre for Green Technology Ground-Breaking Ceremony</b></p> <p>In a December, key stakeholders from the city and community gathered to celebrate the ground-breaking of the state-of-the-art Centre for Green Technology, the latest and exciting innovative new development at Inspire Education Groups' Peterborough College campus.</p> <p>The project has been partly funded by Cambridgeshire &amp; Peterborough Combined Authority (CPCA), providing £2.471 million via the Transforming Cities Fund and £400,000 from the Local Growth Fund, further to the £1.9 million package from Peterborough City Council via the Towns Fund.</p> <p>The innovative curriculum has also been developed in collaboration with local employers, showcasing IEG's proactive approach to bridging the gap between classroom and industry, and being at the forefront of shaping a knowledgeable and skilled workforce adaptable to the dynamic demands of this high-growth industry.</p>
4.5	<p><b>Inward Investment Service Attracts Health Tech Pioneer to Cambridgeshire</b></p> <p>An Australian-founded health tech company opened its global HQ in Cambridgeshire due to the support provided by the Combined Authority's dedicated inward investment service branded as Locate Cambridge.</p> <p>Cogniss is now based at the Barclays Eagle Labs incubator in Cambridge. The company plans to create 45 new skilled, high value jobs within the next three years.</p> <p>Cogniss makes it quick, easy and affordable for researchers, clinical entrepreneurs and healthcare workers to build sophisticated patient-facing apps without needing to rely on developers or agencies.</p> <p>The Combined Authority and Business Board established an inward investment team as part of the Growth Works business growth service to promote Cambridgeshire and Peterborough to internationally and nationally expanding businesses.</p> <p>The support provided has also helped the company to quickly build strong collaborations within the local economy, including partnerships with life sciences and healthcare investors Start Codon and Health Innovation Network (HIN) set up by the NHS to turn health innovations into better health services for people.</p>
4.5	<p><b>FE Cold Spots</b></p> <p>Cambridgeshire County Council and the Combined Authority have previously highlighted gaps in the region's FE provision, and we are looking to address this in St Neots and East Cambs. Grant Thornton and Turner Townsend are now carrying out a feasibility study which will evidence the learner / employer need and potential market impact on other learning providers. The consultants know that seeking the views of a wide range of stakeholders needs to be a very big part of this work. They plan to complete the study by May, and it is tabled to come back to Skills Committee in June.</p>
4.6	<p><b>The Adult Education Budget (AEB) Evaluation</b></p> <p>AEB is the cornerstone of the CPCA's devolved skills funding. We have just received the results of an external evaluation covering the first three years of CPCA managing this money. Overall, we are</p>

	<p>assessed to be using our devolved power effectively, embracing the flexibility we have as a Mayoral Combined Authority to create new and innovation provision. We are making good progress on our journey and continuing to drive further improvement through innovation.</p> <p>Key headlines include:</p> <ul style="list-style-type: none"> <li>• Positive evidence of ‘buying better’ using our flexibilities - e.g. fully funded ESOL training (English for Speakers of Other Languages) and the Care Leavers’ Bursary</li> <li>• We’ve rationalised an unwieldy 176 AEB learning providers (spread across the UK) to (current) 25 based in the region.</li> <li>• Performance increasing in terms of both volumes and spend,</li> <li>• Learner diversity is strong</li> <li>• Peterborough learner numbers doing well – need more in Fenland, East Cambs, and Hunts</li> <li>• High Growth and some ‘enabling’ Sectors now need more focus.</li> </ul>
4.7	<p><b>Skills Bootcamps</b></p> <p>Wave Five Skills Bootcamps grant award of £2.899m now agreed with the Department for Education and governance protocols complete with Skills Committee. Funding is for the 2024/25 financial year.</p>

## 5. Place and Connectivity

5.1	<p><b>Infrastructure Delivery Framework update</b></p> <p>The Combined Authority have commissioned Stantec Ltd to take forward the Infrastructure Delivery Framework project. Data on development sites is being sourced from councils and utility stakeholders contacted. During February the Stantec will be testing their multi-criteria analysis with the Steering Group and the Place Directors Group. This work will identify the major barriers to delivering sustainable growth as set out in Local Plans. Stantec are aware of the other work underway both by the Combined Authority on the State of the Region Review and the government’s Cambridge 2040 initiative. The outputs will raise awareness of the extent of investment and sustainable growth being held back due to infrastructure constraints or costs linked to specific sites, or the cumulative impact of growth on strategic issues, such as water and energy supply. A further update will be provided to Committee in March.</p>
5.2	<p><b>Cambridgeshire and Peterborough Local Nature Recovery Strategy</b></p> <p>We are continue to progress our ambitious commitment to “Doubling Nature” through the development of the Cambridgeshire and Peterborough Local Nature Recovery Strategy (LNRS). With an ambitious economic growth agenda, the strategy aims to place nature at the forefront, addressing the existing deficit of rich wildlife areas across the region and national biodiversity decline.</p> <p>Recently key contracts have been awarded to progress this work, including to:</p> <ul style="list-style-type: none"> <li>• Natural Capital Solutions: Providing expert GIS support for the data and evidence workstream. A leading environmental consultancy specialising in revealing and enhancing the benefits of the natural environment, contributing to addressing biodiversity and climate emergencies. Natural Capital Solutions will provide mapping support, identifying opportunities to enhance nature across the region, and presenting final maps through a publicly accessible web-based interactive map.</li> <li>• Land Use Consultants: Playing an authorship role and writing the final strategy. Land Use Consultants are an award-winning environmental consultancy with nearly 60 years of experience, operating with an employee-owned model. LUC will be collaborating with the Steering Group and Development Team, and bringing extensive experience in landscape-scale nature recovery to inform the production of the Strategy.</li> <li>• Natural Cambridgeshire: Supporting stakeholder engagement and communication workstream. Actively engaging with diverse stakeholders, including local communities, businesses, and government entities, the organisation is committed to fostering collaboration and implementing strategies for biodiversity conservation. Natural Cambridgeshire will engage with landowners and farmers in recognition of the importance of agriculture to our economy, and the role that farmers</li> </ul>



	<p>can play in building a more resilient county via adopting more regenerative farming practices and creating space for nature on their land.</p> <p>For more information on the Cambridgeshire and Peterborough Local Nature Recovery Strategy and its progress, please visit <a href="https://www.cambridgeshire.gov.uk/residents/libraries-leisure-culture/biodiversity-and-greenspaces/cambridgeshire-and-peterborough-local-nature-recovery-strategy">https://www.cambridgeshire.gov.uk/residents/libraries-leisure-culture/biodiversity-and-greenspaces/cambridgeshire-and-peterborough-local-nature-recovery-strategy</a></p>
5.3	<p><b>Housing site completions</b></p> <p>MAN GPM site in Alconbury Weald, Huntingdonshire completed 94 units, with a mixture of affordable rented and shared ownership homes, and held a celebratory completion on 1 December 2023.</p> <p>Eight new homes were handed over by Vistry to CKH at the British Sugar Way site on the 4 Jan 2024. Contractual disputes with Vistry are still pending, however the handover matters have been agreed, and the whole site should eventually be delivered at the end of January 2024.</p> <p>Cross Keys Homes Construction on Northminster is progressing well. The roof is now complete on Block A, and Blocks C and B are due to finish soon.</p> <p>Sage Construction of 118 homes at Wisbech Road, March, has near 70 units built with a further 50+ to start from foundation level.</p> <p>Cross Keys Homes The Perkins site has issues with a road audit, and this is now with PCC to come to a reasonable conclusion. Until the road audit issue has been determined the site cannot be completed.</p>
5.4	<p><b>Care Homes Retrofit</b></p> <p>Following the November Committee cycle additional work has been undertaken to promote the scheme. There are now 4 applications received, 1 imminent and other active enquiries made. Peterborough Council are also testing if local networks (not local authority) might overcome some of the perceived barriers to engagement. If all the current applications were to proceed then approximately £500k of investment (£250k of CPCA grant) would be deployed, with further if the additional contacts turn into applications. A deadline of end of January has been set for current applications. The review of the scheme will be brought to the March Committee.</p>

## 6. Transport

6.1	<p><b>Electric Vehicle Infrastructure and Local Electric Vehicle Infrastructure (LEVI) Capability Fund</b></p> <p>A draft Electric Vehicle Infrastructure Strategy was considered by the Combined Authority Board for comment in March 2023. Since then, this strategy has been worked on and an updated draft document is now being shared for comment with all constituent Councils. A final collaborative and agreed document is planned to be tabled at the March 2024 Transport and Infrastructure Committee and subsequently considered for approval at the Combined Authority Board.</p>
6.2	<p><b>Chris Boardman visit to Cambridge</b></p> <p>Olympic gold medallist turned England's active travel Commissioner, Chris Boardman, praised the active travel work that Cambridgeshire &amp; Peterborough is doing as he joined Mayor Dr Nik Johnson for a walking, e-biking, and public transport tour in and around Cambridge.</p> <p>The visit was very successful and attracted significant media coverage across TV, radio, print and digital channels. On the day of the visit, the delegation started at Cambridge Station and cycled, using Voi bikes, along the Chisholm Trail to Cambridge North station. This was followed by a trip on the guided bus way and had a walking tour around Northstowe.</p> <p>Speaking after the visit Chris Boardman said: "I've come to what is arguably the home of cycling in the whole country – where half the journeys are already cycled or walked – to see how they are investing in embedding active travel in all of their future plans to help people get around under their own steam, now and long into the future."</p>
6.3	<p><b>Active Travel</b></p> <p>Active Travel England's Self-Assessment was submitted on the 22 December. The Self-Assessment allows the Combined Authority to provide evidence of our capability and ambition for active travel schemes. Using our evidence Active Travel England provide the Combined Authority with a rating. This</p>



	<p>rating determines how much funding we receive in future funding rounds. We are currently at a Level 2 and are aiming to achieve a Level 3.</p> <p>The Active Travel Specialist Advisory Board (SAB) (formally known as the Scrutiny Group) met for the first time in November and again in December to discuss the requirements for a Walking, Wheeling, and Cycling Commissioner. Work is underway to create a job description for this role.</p>
6.4	<p><b>Cambridgeshire County Council Transforming Cities Fund (TCF) works</b></p> <p>A proportion of the Transforming Cities Fund is allocated towards implementing 20mph zones in locations around the County. This has proved popular with schemes planned for completion in Cambourne, Ely, Histon and Impington, Huntingdon, Ramsey and Bury, St Ives and St Neots before the end of the financial year. Installation of the first of these schemes is expected to commence this month.</p> <p>Further engagement is planned for the 20mph schemes proposed in Soham and Cambridge before an application for a Traffic Regulation Order is made, with programme for delivery of these schemes to be confirmed subject to the outcome of consultation.</p>
6.5	<p><b>Climate-KIC's Cargo Bike Try-Before-You-Buy Scheme Bid</b></p> <p>On 13 September 2023, the Climate-KIC advertised the Sustainable Cities Mobility Challenge 2024 fund. Applications for grants up to 90,000 EUR (£78,000) were requested with a maximum of five projects funded. Cities and towns, with a population of at least 25,000, in the EU Member States, Horizon Europe Associated Countries<sup>1</sup> (including the United Kingdom) and Switzerland were eligible to apply.</p> <p>The challenge called on cities to present bold and impactful projects that seek to decarbonise transport, improve local air quality and accelerate the take-up of active, shared, collective and/or electric mobility. The projects would support the transition to cleaner, greener, and more inclusive transport.</p> <p>The cargo bike try-before-you-buy model has been piloted by Cambridgeshire County Council (CCC) since July 2021. This scheme has been very popular and there is currently a four-week waiting list to borrow an electric cargo (e-cargo) bike. The scheme has eight bikes; four bikes in two styles for families to borrow, and four different styles for businesses to trial. To date there have been over 160 trials of cargo bike and over 65% of participants have decided to purchase a cargo bike after the trial period.</p> <p>However, despite the popularity of the cargo bikes, the scheme only had funding for three years and so will come to an end in spring 2024. Therefore, this project was selected as a basis for this bid.</p> <p>The bid proposed a scheme that will build on Cambridgeshire's success by adding eight additional bikes and expand the geographical reach to Cambridgeshire market towns and Peterborough city. Three additional family cargo bikes will be added to the Cambridgeshire scheme and four family bikes and one business bike will be available in Peterborough.</p> <p>The intention is that the scheme will be provided by a local company who can offer the benefit of local knowledge. The organisation that delivers the project will be selected in line with the Combined Authority's procurement process. The procurement process will commence mid-January to ensure the provider is in place and bikes purchased by April 2024. The project will continue until July 2025.</p>
6.6	<p><b>Transport Decarbonisation Demonstrators Bid</b></p> <p>The Combined Authority are looking to support a bid into the Transport Decarbonisation Demonstrators. Competition overview - Transport Decarbonisation Demonstrators - Innovation Funding Service (<a href="https://apply-for-innovation-funding.service.gov.uk">apply-for-innovation-funding.service.gov.uk</a>). The bid allows UK registered businesses to apply for a share of up to £2 million to work with Local Authorities to develop place-based solutions to transport decarbonisation. This funding is from the Department for Transport (DfT).</p> <p>The first bid is with Modular Clinton Global (MCG) Ltd (other stakeholders include Nottingham University, Cater and Merger Consult and New Climate Solutions Ltd). The projects looks to create a place-based demonstrator that will support collaborative energy-efficient transport management to track, connect and assets towards net zero transportation. It thus empowers transport operators and policy makers at local authorities with enhanced transparency of carbon emissions as well as costs, to strategically adapt decarbonised operations, secure energy provision(renewable/hydrogen), and unlock the potential to deliver benefits and incentives to travellers. If successful in the bid and If all the data requested is available, the project is targeting to deliver a simplified tool for the Combined Authority to measure the impact, which could be aid further the decarbonisation roadmap and implementing the net-zero transition.</p>

	<p>The second bid is with Outspoken Cycles. Their bid is to run an eCargo bike library for residents and create an on-street hire scheme for eCargo bike. This scheme will deploy ecargo bikes to key locations across both Cambridgeshire and Peterborough. A Bluetooth-based app system will allow members of the public to rent eCargo bikes on short journeys. In addition, there will also be a fleet of bikes that are available to rent for one or two months from a selection of eCargo bikes. Both parts of this scheme will encourage users to participate in active travel as well as increase the number of shorts duration trips made by eCargo bikes.</p> <p>The bids were submitted 8th January 2024 and the successful bidders will be informed in February 2024.</p>
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## 7. Appendices

8.1	None
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## 8. Implications

Financial Implications	
9.1	None other than those contained in the body of the report
Legal Implications	
9.2	No direct implications.
Public Health Implications	
9.3	None
Environmental & Climate Change Implications	
9.4	None
Other Significant Implications	
9.5	None
Background Papers	
9.6	None



<b>Combined Authority Board</b>	Agenda Item <b>8</b>
<b>31 January 2024</b>	

Title:	Committee Calendar
Report of:	Edwina Adefehinti, Interim Director Legal and Governance and Monitoring Officer
Lead Member:	Councillor Edna Murphy, Lead Member Governance
Public Report:	Yes
Key Decision:	No
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.

**Recommendations:**

A	Approve the calendar of meetings for the 2024/25 Municipal Year, as set out in appendix A.
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**Strategic Objective(s):**

The subject of this report is linked to all the Combined Authority's strategic objectives as stated below as decisions taken at the meetings will help drive forward these ambitions.

	Achieving ambitious skills and employment opportunities
	Achieving good growth
	Increased connectivity
	Enabling resilient communities
	Achieving Best Value and High Performance

**1. Purpose**

1.1	The proposed meeting calendar is designed to allow more current reporting of performance to the Combined Authority Board and has more flexibility for decision-making at the thematic committees; with timely decisions taken where delegated powers lie with those committees.
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**2. Proposal**

2.1	The proposed calendar includes Combined Authority Board meetings aligned more preferable within a quarterly cycle to allow more timely reporting of performance. Additional meetings are scheduled at the start of the municipal year for appointments to be made and prior to the start of the pre-election period should any decisions need to be taken outside of that period. This is to support the strategic function of the Board.
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2.2	Thematic Committees are scheduled to fit into the cycle of Board meetings, with additional reserve dates that can be used for timely decisions that those committees have delegated authority to make.
2.3	Business Board meetings have been scheduled in line to quarterly meetings.
2.4	The Overview and Scrutiny Committee dates have also been moved quarterly, with informal meetings scheduled to allow the committee to look at subjects in more depth and plan ahead throughout the year.
2.5	Audit and Governance Committee is proposed to meet five times in the municipal year, in line with previous years.
2.6	The Human Resources Committee is proposed to be called on an ad-hoc basis when required as the timings will depend on when any high-level recruitment is required. It is estimated that there will be at least two meetings in the year for policy updates.
2.7	Leaders Strategy Meeting (LSM) will be scheduled monthly once the calendar is approved.

### 3. Background

3.1	<p>The Combined Authority Constitution states that at its Annual Meeting the Board will</p> <p style="padding-left: 40px;">5.3.2 agree the programme of the Ordinary Meetings of the Combined Authority for the forthcoming year</p> <p>At the 2023 Annual meeting, Board members requested that the calendar be compiled earlier in the future as other Constituent Authorities plan some work around these dates.</p> <p>All constituent authorities were consulted on the dates contained in the calendar to ensure the availability of members. Further a copy of the calendar was sent to Board members for comments.</p>
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### 4. Appendices

4.1	Appendix A. Draft CPCA Committee Timetable 2024/25
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### 5. Implications

Financial Implications	
5.1	The date of the November Board has been brought forward compared to this year. This will allow more time for consultation on the draft budget and Medium Term Financial Plan in advance of the Christmas period, which is considered beneficial for public engagement on these issues.
Legal Implications	
5.2	There are no direct legal implications. However, the calendar of meetings will support the best value duties of the authority because it encourages forward planning and limiting cancellations. Also, it will give sufficient notice to members of the public, when meetings are to be held.
Public Health Implications	
5.3	None
Environmental & Climate Change Implications	
5.4	None
Other Significant Implications	
5.5	None
Background Papers	

5.6	None
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## CPCA Meeting Calendar 2024/25

	2024												2025				
	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May				
Saturday		1								1							
Sunday		2			1			1		2		2					
Monday		3			2			2		3		3					
Tuesday		4		1	3		1	3		4		4	1				
Wednesday	1	5	CA Board (AGM)	3	4	CA Board	2	4		1	5	(TIC)	2				
Thursday	2	6		4	O&S	1	5	3		2	6	3	1				
Friday	3	7		5	2	6	4	1	6	3	7	4	2				
Saturday	4	8		6	3	7	5	2	7	4	8	5	3				
Sunday	5	9		7	4	8	6	3	8	5	9	6	4				
Monday	6	10		8	B.Board	5	9	Skills	6	10	7	7	5				
Tuesday	7	11		9	6	10	8	5	10	Skills	7	8	6				
Wednesday	8	12		10	CA Board	7	(TIC)	11	ESC	8	12	9	7				
Thursday	9	13		11	8	12	10	7	O&S	9	13	10	8				
Friday	10	14		12	9	13	11	8	13	10	14	11	9				
Saturday	11	15		13	10	14	12	9	14	11	15	12	10				
Sunday	12	16		14	11	15	13	10	15	12	16	13	11				
Monday	13	17	Skills	15	12	16	14	11	B.Board	13	17	14	12				
Tuesday	14	18	Informal O&S	16	13	17	15	12	Informal O&S	14	18	15	13				
Wednesday	15	19	ESC	17	14	18	TIC	13	CA Board	15	19	16	14				
Thursday	16	20	A&G	18	A&G	19	17	14	A&G	16	O&S	17	15				
Friday	17	21		19	16	20	18	15	20	17	21	18	16				
Saturday	18	22		20	17	21	19	16	21	18	22	19	17				
Sunday	19	23		21	18	22	20	17	22	19	23	20	18				
Monday	20	B.Board (AGM)	24	22	19	23	(Skills)	18	23	20	B.Board	24	19				
Tuesday	21		25	IC	23	20	IC	19	24	21	25	22	20				
Wednesday	22		26	TIC	24	21	25	22	(ESC)	20	26	23	21				
Thursday	23		27		25	22	26	23	27	24	28	25	22				
Friday	24		28		26	23	27	24	28	25	29	26	23				
Saturday	25		29		27	24	28	25	29	26	30	27	24				
Sunday	26		30		28	25	29	26	30	27	31	28	25				
Monday	27				(Skills)	26	30	25		(Skills)		28	26				
Tuesday	28				30	27	31	26				29	27				
Wednesday	29				31	(ESC)	28					30	28				
Thursday	30						31						29				
Friday	31												30				
Saturday													31				
Sunday																	

CA Board	Combined Authority Board Meeting	10:00am
O&S	Overview and Scrutiny Committee	11.00am
A&G	Audit and Governance Committee	10.00am
Skills	Skills and Employment Committee	10.00am
ESC	Environment and Sustainable Communities Committee	10.00am
TIC	Transport and Infrastructure Committee	10.00am
B.Board	Business Board Meeting	2.30pm
LSM	Leadership Strategy Meeting	10.00am
IC	Investment Committee	TBC

Cambridgeshire County Council School Holiday dates
LGA Conference assumed dates
Conservative Party Conference Assumed Dates
Liberal Democrats Party Conference Assumed Dates
Labour Party Conference Assumed Dates



<b>Combined Authority Board</b>	Agenda Item
<b>31 January 2024</b>	<b>9</b>

Title:	Mayoral Budget 2024-25
Report of:	Mayor Dr Nik Johnson
Lead Member:	Mayor Dr Nik Johnson
Public Report:	Yes
Key Decision:	No
Voting Arrangements:	The Mayoral budget proposed by the Mayor will be approved unless at least two thirds of the members of the Board from constituent councils vote against it.

<b>Recommendations:</b>	
A	To note the proposed Mayoral budget for 2024-25, including the proposal to increase the precept by £24 per annum to £36 for a Band D property, and to provide comments to the Mayor regarding the proposed Mayoral Budget
B	To approve the draft Mayoral Budget, including the proposed Mayoral precept noted above.
C	To note the proposed routes to be funded by the proposed precept and the process by which these routes will be finalised and approved
D	Delegate minor changes to the Mayor's budget, due to finalisation of council tax base figures, to the Executive Director of Resources and Performance

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

<b>1. Purpose</b>	
1.1	This report recommends the Board approve my Budget proposals for the Medium-Term Financial Plan period covering 2024-25 to 2027-28, including the proposal to implement an increase in the Mayoral General Precept equivalent to £24 per annum for a Band D property to help fund improvements to the bus network.



## 2. Proposal

2.1 My draft budget assumes that the costs of running my office remain the same throughout the MTFP period, and I will continue to seek efficiencies in the way my office is run throughout my time as Mayor to maximise the funding that can be put into transport and other front line projects and services.

In addition the following two assumptions, which were put in place when my budget was approved last year, are proposed to continue:

- Roles in the my office have been combined with those in communications, executive support and policy development and reside within the Chief Executive's office for managerial and budget responsibility.
- Reflecting on previous guidance that my budget should include all the costs directly due to having a Mayor of Cambridgeshire and Peterborough the costs of the 4-yearly mayoral election are shown in my budget rather than the Combined Authority's.

2.2 The table below shows my proposed budget for the current year and the 4 years of the Medium Term Financial Plan. Apart from the £10.9m funded by the existing Mayoral precept and the proposed increased precept, the costs of my office are met by a charge against the Combined Authority's unringfenced revenue funds. My allowance was set at £86,121 in 2022-23 following the recommendation of an Independent Remuneration Panel and it is increased each year in line with the award for local government employees negotiated nationally. The figures below also include employer's national insurance contributions from the Combined Authority.

2.3 My draft budget will be deemed to be approved if the Combined Authority does not make a report to the Mayor by 8th February 2024.

2.4

23/24 £000's		24/25 £000's	25/26 £000's	26/7 £000's	27/28 £000's
	<b>Mayor's Budget</b>				
102	Mayor's Allowance	106	110	114	118
10	Mayor's Conference Attendance	10	10	10	10
18	Mayor's Office Expenses	18	18	18	18
24	Mayor's Office Accommodation	24	24	24	24
-	Election Costs	-	780	-	-
3,624	Existing Precept contribution to passenger transport	3,679	3,740	3,811	3,884
-	Proposed additional precept contribution to passenger transport	7,357	7,480	7,623	7,769
<b>3,778</b>	<b>Total Mayoral Office costs</b>	<b>11,194</b>	<b>12,162</b>	<b>11,600</b>	<b>11,823</b>

### 2.5 MAYORAL PRECEPT

2.6 I am proposing to increase the Mayoral General Precept to an annual charge of £36.00 for a band D property and, based on forecasts from the areas' collection authorities, this would raise around £10.9m in 2024-25.

2.7 Last year, the combined authority had to step in at very short notice and rescue 23 routes that the then bus operator felt no longer capable of running. Our choice was either see communities cut off from the rest of the region or find a way to invest in saving what for many is an essential public service. That's why we introduced the £1 per month Mayoral Precept. As successful as this measure was, we're still up against those pressures, and if anything, with inflation having wreaked havoc, they've gotten worse. At the same time, demand for better public transport continues to grow as people rightly want to be



	able to rely on buses, safe in the knowledge that they can build things like a working day, medical appointments, or the school-run around them.
2.8	It's no secret that public services up and down the country are under enormous financial pressure, and with cost-of-living crises affecting near enough every household, decisions about how to fund essential improvements cannot be taken lightly. For us here in Cambridgeshire and Peterborough it comes down to either leaving things as they are and watching a broken system fall apart or begin to build up our abilities to deliver the types of enhanced services that a huge majority of residents have made clear they support.
2.9	My argument is that for less than 10p a day per average household the combined authority can invest £11m per year in our bus network, enabling more routes and more frequent services, serving far more people more conveniently than is currently the case. What's more, this will accompany a huge reduction in the price of travel for everyone under the age of 25, with bus fares cut in half from £2 to £1. I believe that we can't afford to do nothing. To me that's not responsible government. As I see it, the collective benefits of a better bus network vastly outweigh the modest cost to households with quality public transport helping unclog our roads, clean up our air, and massively increase equal access to the wealth of social and economic opportunities that our region presents. In my view, that's a price worth paying.
2.10	I do not take any increase in costs to the residents of Cambridgeshire and Peterborough lightly, particularly given the cost of living crisis which has impacted so many people across our area. However I believe that my proposals contained in this budget, together with some of the proposals contained in the proposed Combined Authority budget later on this Board Agenda, can help to alleviate some of the pressure of the cost of living crisis for those who experience it most.
2.11	Many people I have spoken to since I became Mayor complain that they are struggling to meet the costs of maintaining and running a car. Figures show that nationally the costs of insuring a car have risen by more than 50% over the last year for many drivers. In addition other costs of motoring have also increased over the last 12 months. Lots of these people have told me that they would use buses more than their cars if there were more convenient, and more frequent, bus services available to them. These include young people trying to get to school, college and university; people who need to get to work by specific times; people who need to travel from our rural communities to access critical services (such as hospitals) in larger communities and people who simply want to travel around the area for leisure, enjoying some of the many sights and facilities our great region has on offer.
2.12	I am pleased that we have been able to propose reduced fares for under 25s as part of our main Combined Authority budget which we will consider later today, but to enable those people who don't enjoy regular and frequent bus services that are convenient for them we need to fund additional services to help them access the facilities I mention above.
2.13	There are several options available to address this funding need, which include: reducing service levels, increasing the transport levy, seeking contributions from constituent councils, making cuts to other projects in the CPCA's portfolio and the use of one-off reserves and, finally the Mayor's power to increase a precept.
2.14	Reducing service levels would be a net nil sum gain. The main areas of unringfenced revenue funding where services could be reduced fall within the scope of passenger transport, so bus services would need to be cut in one area to pay for improvements in another. I do not believe this would be fair or equitable to the residents and communities across our region.
2.15	The Combined Authority is able to increase its transport levy, the charge it makes on Cambridgeshire County Council and Peterborough City Council as the local Highways Authorities, by an inflationary amount each year. This year the high inflation levels would allow the levy to be increased by 8.9% however doing so, as with seeking contributions from the constituent councils directly, would simply shift the burden from the Combined Authority onto the already impossibly stretched budgets of the Councils in the area and force them to come up with the funds. As such the transport levy proposed as part of the Combined Authority's budget later in this agenda includes only a 2% increase in the levy,

	with the Combined Authority shouldering the £3.8m difference this creates over the 4-years between this and the maximum allowed increase.
2.16	While it would be possible to provide some of the proposed investment in bus services in 2024-25 through a range of cuts to existing and proposed Combined Authority commitments and the use of one-off reserves both these responses are inherently short term – they would provide funding in 2024-25 but do nothing to enable the Combined Authority to continue those services in 2025-26 and beyond. Recent examples of a number of Councils across the country have given stark examples of the dangers in taking short-term solutions for long-term problems.
2.17	Increasing the Mayoral precept by £2 a month for a Band D property will enable us to place significant investment into our bus services. As part of our recent consultation on the budget and Medium Term Financial Plan, undertaken between the 30 <sup>th</sup> November and the 15 <sup>th</sup> January, we asked residents whether they would be willing to pay more Council Tax for improved bus services. I am pleased to say that the majority (52%) of those who responded agree with me that they would support the proposed increase in the Mayoral precept to improve bus services. Less than one third (30%) of those who responded believed that there should be no Mayoral precept used to support the bus network.
2.18	We asked respondents to the consultation to propose new routes for buses and where more frequent buses on existing routes would be beneficial. We had a large number of responses, not all of which we can fund within the proposed precept. I am proposing that the routes attached as Appendix C to this report, which cover all of the areas administered by our constituent councils across the Region, are the ones that we will initially seek to fund from the investment. We believe that all of these new routes and increased frequency on existing routes should be deliverable within the available investment, but until precise assessments have been completed and negotiations have been undertaken with bus operators we will not know the precise funding required. I will ask Officers to update the Transport & Infrastructure Committee and the Board at their March meetings regarding progress on these assessments and negotiations. If any of the investment remains available once the proposed routes are funded then I will ask for a further report to be brought to a future Transport & Infrastructure Committee and Board meeting to propose that we fund some of those additional routes we cannot currently fund.
2.19	Whilst I personally strongly support a franchising solution for the future bus network across the Region the decision on whether to adopt a franchise or enhanced partnership will be decided later in the year following the current audit of the business cases and the consultation on the preferred option that will follow that. None of the funding proposed in this report presupposes either a franchise or enhanced partnership solution for the bus network in the future.

### 3. Background

3.1	In accordance with the Combined Authorities (Finance) Order 2017, the Mayor must, before the 1 <sup>st</sup> February in any financial year, notify the Combined Authority of the Mayor's draft budget in relation to the following financial year.
3.2	The process and timetable for approving the Mayor's budget is set out in <b>Appendix A</b> .

### 4. Appendices

4.1	Appendix A. Process for approving the Mayoral budget
4.2	Appendix B. Calculation of aggregate amounts under section 42a (2) and (3) of the Local Government Finance Act 1992 (updated in the Localism Act 2011)
4.3	Appendix C. Proposed bus routes to be funded through the proposed precept

## 5. Implications

### Financial Implications

5.1 Contained within the body of the report.

### Legal Implications

6.1 This report is submitted to the Board in accordance with the Budget procedure rules contained in the Constitution.

A Mayoral Precept may only be issued in relation to the costs of the Mayor or of discharging Mayoral Functions. The Mayoral functions are set out in Article 12 of the Cambridgeshire and Peterborough Combined Order 2017.

The Finance Order sets out the process and the timetable for determining the general component of the precept.

**Stage 1**

- i) The Mayor must before 1st February notify the CPCCA of the Mayor's draft budget in relation to the following financial year.
- ii) The draft budget must set out the Mayor's spending and how the Mayor intends to meet the costs of the Mayor's general functions, and must include "the relevant amounts and calculations".
- iii) "The relevant amounts and calculations" mean:
  - a) estimates of the amounts to be aggregated in making a calculation under sections 42A, 42B, 47 and 48;
  - b) estimates of other amounts to be used for the purposes of such a calculations;
  - c) estimates of such a calculation; or
  - d) amounts required to be stated in a precept.

**Stage 2**

The CPCA must review the draft budget and may make a report to the Mayor on the draft.

- i) Any report:
  - a) must set out whether or not the CPCA would approve the draft budget in its current form; and
  - b) may include recommendations, including recommendations as to the relevant amounts and calculations that should be used for the financial year
- ii) The Mayor's draft budget shall be deemed to be approved by the CPCA unless the Combined Authority makes a report to the Mayor before 8th February.

**Stage 3**

Where the CPCA makes a report, it must specify a period of at least 5 working days within which the Mayor may:

- a) decide whether or not to make any revisions to the draft budget; and
- b) notify the CPCA of the reasons for that decision and, where revisions are made, the revised draft budget.

**Stage 4**

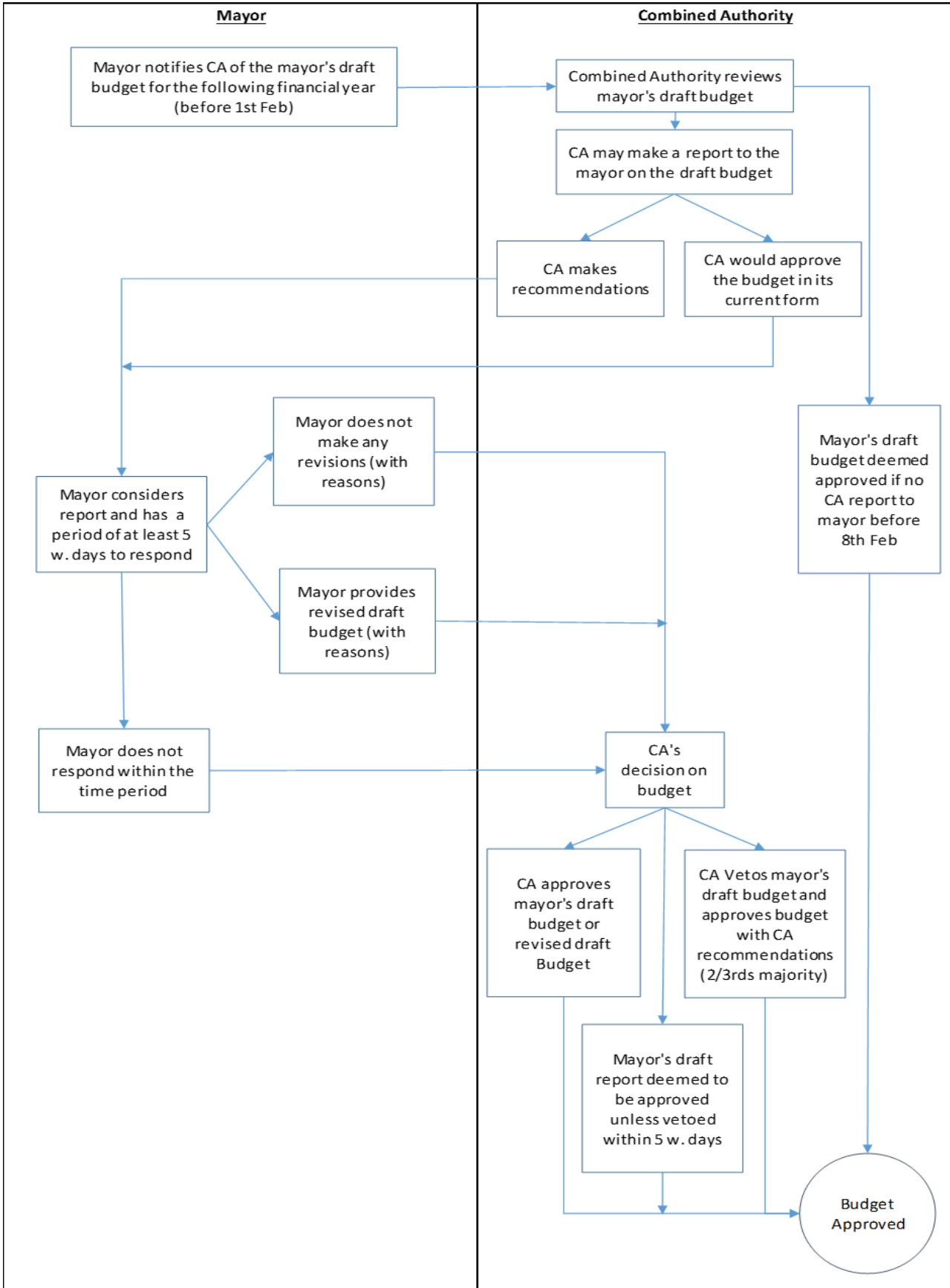
When any period specified by CPCA at stage 3 has expired, the CPCA must determine whether to:

- a) approve the Mayor's draft budget (or revised draft budget, as the case may be), including the statutory calculations; or
- b) veto the draft budget (or revised draft budget) and approve the Mayor's draft Budget incorporating CPCA's recommendations contained in the report to the Mayor (including recommendations as to the statutory calculations).

	<p>c) The Mayor’s draft budget (or revised draft budget) shall be deemed to be approved unless vetoed within 5 working days beginning with the day after the date on which the period specified in stage 3 expires.</p> <p>d) Any decision to veto the Mayor’s budget and approve the draft budget incorporating the CPCA’s recommendations contained in the report to the Mayor must be decided by a two-thirds majority of the members (or substitute members acting in their place) of the CPCA present and voting on the question at a meeting of the authority (excluding the Mayor).</p> <p>e) Immediately after any vote is taken at a meeting to consider a question under stage 4, there must be recorded in the minutes the names of the persons who cast a vote for the decision or against the decision or who abstained from voting.</p>
Public Health Implications	
7.1	The proposed precept supports additional bus routes and more frequent services. Research evidence has demonstrated the public health benefits of increased bus usage, including its links to physical activity through walks to/from bus stops, its links to mental wellbeing as it improves access to services, facilities and communities and its link to reducing air contamination as fewer car journeys are made.
Environmental & Climate Change Implications	
8.1	As more people are likely to use increased bus routes and more frequent services in preference to the alternative of car journeys there should be a reduction in both CO2 emissions and air pollution.
Other Significant Implications	
9.1	None
Background Papers	
10.1	None

Agenda Item 09	Appendix
Mayor's Budget	<b>A</b>

**Setting of a Combined Authority's Budget:  
Mayor's General Functions – CA (Finance) Order 2017**



<b>Agenda Item 09</b>	<b>Appendix</b>
<b>Mayor's Budget</b>	<b>B</b>

## Calculation of aggregate amounts under section 42a (2) and (3) of the Local Government Finance Act 1992 (updated in the Localism Act 2011)

	<b>Gross expenditure</b> <b>£'000</b>	<b>Gross income</b> <b>£'000</b>	<b>Net expenditure</b> <b>£'000</b>
Mayoral General Budget	11,194	-	11,194
Combined Authority	62,336	(53,359)	8,978
Contributions to/from reserves	4,629	-	4,629
	<b>78,160</b>	<b>(53,359)</b>	<b>24,801</b>
Transport Levy		(13,765)	(13,765)
Precept Requirement	78,160	(67,124)	<b>11,036</b>

### Calculation of Tax Base

The Tax Base is the aggregate of the Tax Bases calculated by the District Councils and Peterborough City Council in accordance with the Local Authorities (Calculation of Council Tax Base) Regulations 1992.

These are currently estimated as:

<b>District/Unitary Authority</b>	<b>Authority Tax Base</b>
Cambridge City	45,490
East Cambridgeshire	32,604
Fenland	31,571
Huntingdonshire	66,096
Peterborough	62,104
South Cambridgeshire	68,677
<b>Total</b>	<b>306,542</b>

### Amounts of Council Tax for each Band

<b>2024/25</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>
<b>Costs for Band</b>	£24.00	£28.00	£32.00	£36.00	£44.00	£52.00	£60.00	£72.00

### Calculation of Band D Equivalent Tax Rate

	£
Net Expenditure	24,800,900
Less Funding	(13,764,900)
	<b>11,036,000</b>
<b>Net budget to be met from Council Tax</b>	<b>11,036,000</b>
Aggregate tax base	306,542
<b>Basic tax amount at Band 'D'</b>	<b>36.00</b>

<b>Agenda Item 09</b>	<b>Appendix</b>
<b>Mayor's Budget</b>	<b>C</b>

## **Proposed Bus Routes to be funded through the proposed precept**

### **Cambridge City**

<b>Route number (or new link)</b>	<b>Further information</b>
Express service linking Cambridge and Huntingdon with the potential to extend to Alconbury Weald	Develop draft route and timetable. Could also serve Fenstanton and is a cross area service on a key corridor of growth
New orbital bus service to key destinations around Cambridge, avoiding journeys into the centre and need to change buses	Develop key destinations and indicative routing that works best for connecting local communities
Busway – higher frequencies Trumpington to Rail Station and Addenbrookes	Engagement with incumbent operator to assess options for improvements
Extension of Route 18 to Parkside and increase in frequency across whole route	Develop options with existing timetable
Restoration of a direct link from Histon Road to Addenbrookes	Engagement with relevant local operator on options

### **East Cambridgeshire**

<b>Route number (or new link)</b>	<b>Further information</b>
Develop additional Ely Zipper service providing an enhanced link between Sutton and Ely via villages in between, while also exploring a link to Mepal.	Develop draft route and timetable. Could be incorporated as part of other enhancements, including new service Ely – Longstanton below
New service between Ely and Longstanton Park & Ride, via Witchford, Sutton, Earith and Willingham	Develop draft route and timetable. Could incorporate Ely Zipper proposal above
New service between Soham and Cambridge, via Burwell, Swaffham Prior, Swaffham Bulbeck and Bottisham.	Develop draft route and timetable
Improvements on B1102 corridor with interconnections to access different parts of Cambridge and other centres to which people travel.	Develop draft route and timetable
New Demand Responsive Transport trial. Collaborating with the community to define a service zone that offers maximum coverage to rural communities	Development will focus on Isleham and Little Downham and wider communities and be considered alongside scheduled services to identify gaps.

### **Fenland**

<b>Route number (or new link)</b>	<b>Further information</b>
68 (Wisbech)	Enhanced days and hours of operation, plus extending route to include Morrisons, including a consideration of a Saturday service
31/33	Later evening journeys to Whittlesey (also serving Amazon and McCains)
New service connecting Christchurch to Wisbech and Downham Market.	Engagement with incumbent operator on Route 60.

New service between Chatteris – Manea rail station – Christchurch – Wisbech, co-ordinated with train times at Manea	Develop draft route and timetable – Chatteris to Wisbech via Christchurch and Manea
Enhancement on Peterborough to March route with extension to Chatteris and Ely	Engagement with incumbent operator and develop extension
Improvements to Chatteris – March – Whittlesey – Wisbech corridor	Assess existing contracts and commercial services to develop improvements
New Demand Responsive Transport trial. Collaborating with the community to define a service zone that offers maximum coverage to rural communities	Development work to commence

### **Huntingdonshire**

<b>Route number (or new link)</b>	<b>Further information</b>
Provide a link between Fenstanton and Huntingdon railway station. Fenstanton could be incorporated into express service options linking Cambridge and Huntingdon	Develop draft route and timetable
Route 66 - improve frequency between Huntingdon and St Neots	Engagement with incumbent operator to assess options for improvements and investigate potential for easier connections to Cambridge
To enhance frequency of service between Ramsey and Huntingdon and provide interchange with service operating between St Ives and March at Warboys	Continued refinement of timetable in partnership with community representatives and tender of revised services
X2/X3 Huntingdon – Cambridge - Addenbrookes	Engagement with incumbent operator to assess options for improvements
904 Improve frequency and earlier and later journeys	Engagement with incumbent operator to assess options for improvements Additionally investigate the potential of extending the route to serve Folksworth

### **Peterborough City**

<b>Route number (or new link)</b>	<b>Further information</b>
Options for orbital bus services to key destinations around Peterborough, avoiding journeys into the centre and the need to change buses	Define key destinations and how these can be linked taking into account lessons learnt from Route 29
Improve service frequency through Thorney and improve service to Eye with improvements	Work with incumbent operator to increase frequency of services via Thorney and look at options for Eye
Route 5 – improve service frequencies	Engagement with incumbent operator to assess options for improvements

### **South Cambridgeshire**

<b>Route number (or new link)</b>	<b>Further information</b>
Integrate 1A and 5A services between Bar Hill, Swavesey and St Ives and enhanced frequencies	Develop draft route and timetable



Route 4 - Improve frequency Cambourne to Cambridge and investigate expansion of service to North East Cambridge	Engagement with incumbent operator to assess options for improvements
Route 8 – improve frequency. More direct route and expansion to Rampton	Engagement with incumbent operator to assess options for improvements
X13 Haverhill to Cambridge – increase frequency	Engagement with incumbent operator to assess options for improvements
New Demand Responsive Transport trial. Collaborating with the community to define a service zone that offers maximum coverage to rural communities	Development work to commence



<b>Combined Authority Board</b>	Agenda Item <b>10</b>
<b>31 January 2024</b>	

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

Recommendations:	
A	Note the consultation feedback received during the consultation period running from 30 <sup>th</sup> November 2023 to 15 <sup>th</sup> January 2024
B	Approve the draft Corporate Strategy following the refresh subject to the inclusion of the final financial information once the budget is approved.
C	Approve the Draft Budget for 2024-25 and the Medium-Term Financial Plan 2024-25 to 2027-28 as contained in Appendices C and D
D	Delegate any minor changes required to the budget to the Executive Director of Resources and Performance.

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

1. Purpose	
1.1	This paper sets out the draft Corporate Strategy following refresh and consultation with Overview & Scrutiny and the Business Board as well as the proposed Combined Authority draft Budget for 2024-25 and the Medium-Term Financial Plan (MTFP) and Capital Programme for the period 2024-25 to 2027-28.

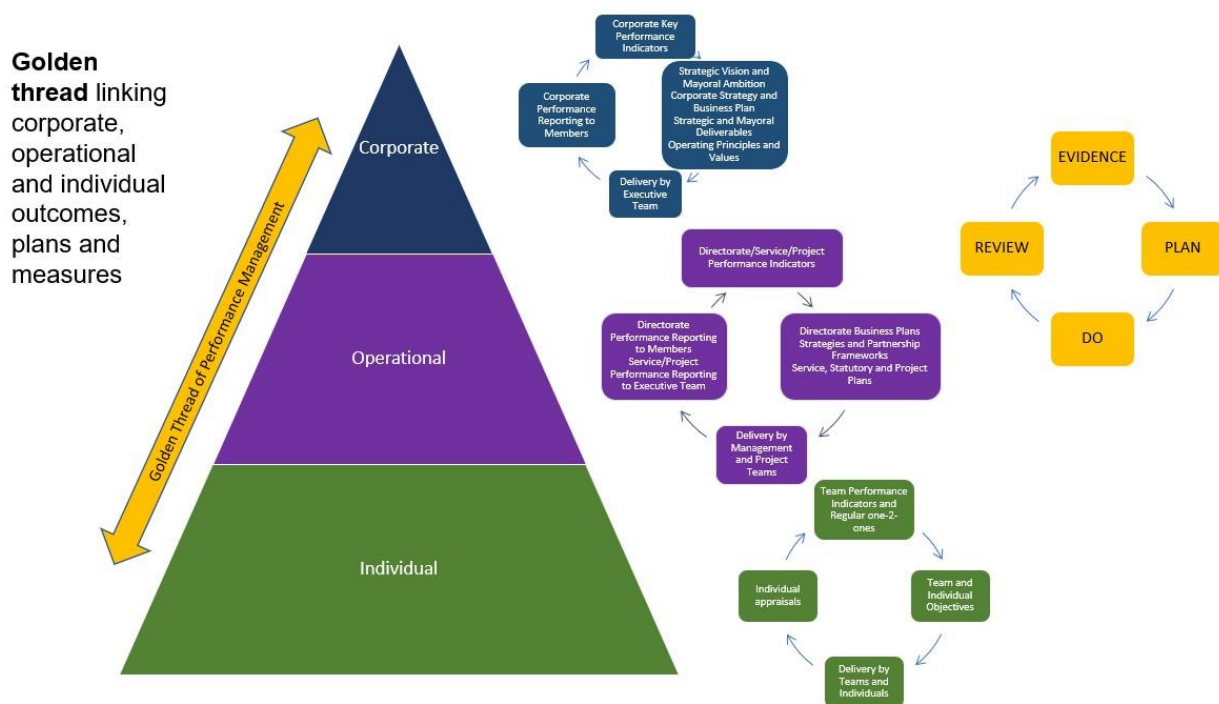
1.2	The current Corporate Strategy was adopted by the Combined Authority in January 2023. Whilst there is no statutory requirement to update and refresh the Corporate Strategy on an annual basis, it is considered good practice to do so and for the strategic objectives in the Corporate Strategy to drive investments and resource allocation in the MTFP.
1.3	According to Chapter 4 of the Constitution, functions reserved to the Combined Authority Board include the adoption of the non-mayoral Combined Authority budgets, the Medium-Term Financial Plan and Capital Programme and fiscal strategy to reflect any taxation proposals such as local taxation.
1.4	Chapter 7 of the Constitution sets out the Budget Framework Procedure rules including how the Combined Authority will make decisions on the budget. This includes both the Mayoral budget (which is included elsewhere on the Agenda for the Board meeting) and the Combined Authority budget.
1.5	The paper also includes the responses to the consultation on the Medium Term Financial Plan, which commenced on the 30 <sup>th</sup> November 2023 and concluded on the 15 <sup>th</sup> January 2024.

## 2. Proposal

2.1	According to the Constitution, 'Before 1 February, having taken into account the draft Budget, the consultation responses, and any other relevant factors, the proposed Budget for the following financial year, including the Mayor's Budget, should be submitted to the Combined Authority Board'
2.2	Whilst there is no requirement in the Finance Order 2017 for the Combined Authority to consult on its budget, Local Authorities have a duty to consult where its decision will impact residents.
2.3	<b>CORPORATE STRATEGY</b>
2.4	As considerable work was undertaken to develop the current two-year, transitional Corporate Strategy adopted in January 2023 the Combined Authority Board agreed in September 2023 that, whilst it was important to align the processes for determining the Corporate Strategy and MTFP for the first time, the focus on the Corporate Strategy would be more of a refresh of the existing Corporate Strategy rather than a more fundamental review.
2.5	The existing <a href="#">2023-2025 Corporate Strategy</a> has at its heart the vision of delivering " <i>A prosperous and sustainable Cambridgeshire and Peterborough. Driven by our values and using our collective voice and strengths, we seek inclusive good growth for an equitable, resilient, healthier and connected region</i> ". The strategy includes the strategic priorities of: <ul style="list-style-type: none"> <li>• Achieving Good Growth</li> <li>• Increasing Connectivity</li> <li>• Ambitious Skills and Employment Opportunities</li> <li>• Enabling Resilient Communities</li> <li>• Achieving Best Value and High Performance (approved by the Board in May 2023)</li> </ul>
2.6	The Mayoral Ambition Statement which currently sits separately to the existing Corporate Strategy seeks to deliver " <i>a healthier and more prosperous Combined Authority region Mayor</i> " with the Mayor aiming to " <i>leave a lasting legacy that continues for years to come, that enables improved life expectancy and those additional years lived to be in good health and wealth. Reduced inequality, sustainable growth, more active communities and a region that celebrates and further enhances its uniqueness on the local and global stage, will be the enduring impact</i> ". The Mayor's four pledges are: <ul style="list-style-type: none"> <li>• A Locally determined, innovative, and public transport system that is fit for the future</li> <li>• Promote, protect and grow our unique Fens</li> <li>• Creating a strong sense of place and cultural identity for our region</li> <li>• Working with ICS to support the delivery of better health outcomes and address health inequalities in our region</li> </ul>
2.7	The refreshed draft Corporate Strategy, can be found at Appendix A. The corporate priorities and Mayoral ambition remain unchanged, as do the operating principles which define how we work as an

organisation, with partners and the wider Region. Strong partnership working and delivery is a key component to enabling this strategy to be successfully delivered. Additionally, the Combined Authority seeks to celebrate and confirm its own role, principles and values as well as the role and contribution of our key partners. Collectively we will achieve the strategic priorities and outcomes through coordination, delivery and influence of the key deliverables.

2.8 The Corporate Strategy sets the important “Golden Thread” that links together corporate priorities with operational activity delivered by Directorates, teams and individuals as shown in the diagram below. This ensures all activities, at all levels of the Combined Authority are aligned to our Corporate Strategy, with the delivery of progress reported in line with the recently adopted Performance Management Framework via quarterly performance reporting to the Board.



2.9 The refreshed draft Corporate Strategy has been developed following:

- **A high-level review of the existing Corporate Strategy:** including consideration of political, economic, social, technological, legal and environmental (PESTLE) factors from a national, regional and organisational perspective. With input on these from the Board at the Corporate Strategy and MTFP workshop on the 18<sup>th</sup> October 2023 and at the Leaders Strategy meeting on the 8<sup>th</sup> November 2023.
- **Six-month progress review of delivery of Corporate Strategy priorities and deliverables :** This has taken the form of RAG rating activities outlined in the current Directorate Business Plans which articulate in more detail how the Combined Authority will deliver the Corporate Strategy priorities, which Directorate and team is responsible along with key milestones.
- **Reframing the 2024/25 Corporate Strategy and Mayoral ambitions:**
  - a) To ensure the Corporate Strategy is more accessible; this follows feedback from both Scrutiny Committee and findings from the recently external review of communications and engagement.
  - b) To better describe the role of the Combined Authority and the Mayor, including the better integration of the Mayoral Pledges.
  - c) Inclusion of the Strategic Objective "Achieving Best Value and High Performance" which was adopted by the Combined Authority Board in May 2023 and inclusion of the next phase of continuous improvement and organisational development as we strive to move from good to great.
  - d) To ensure a clearer articulation of our equality, diversity and inclusion focus following engagement with the Equality & Human Rights Commission (EHRC)

	<p>e) Greater clarity on what the Combined Authority intends to deliver through to the new Mayoral term (until May 2025).</p> <p>f) Alignment of outcome measures to the metrics included with in the Performance Management Framework adopted by the Board as part of the Single Assurance Framework at its meeting in September 2023.</p> <ul style="list-style-type: none"> <li>• <b>Consultation Feedback:</b> Whilst there is no statutory requirement to consult on the Corporate Strategy, in line with our ongoing commitment to engagement we have proactively sought views to help shape our priorities and activities alongside the MTFP. Overview and Scrutiny Committee and the Business Board have also had the opportunity to feed into the development of the Corporate Strategy at their meetings on the 9<sup>th</sup> and 15<sup>th</sup> January 2024 respectively. Details on the consultation activity and findings can be found in paragraphs 2.53 to 2.54 and in full at Appendix G.</li> <li>• <b>Revising Directorate Business Plans for 2024/25:</b> Work continues to revise the plans by mid-March 2024. These will, in turn, inform individual objective setting which is to be completed by the end of April 2024 as part of the Learning, Excellence, Achievement, Performance (LEAP) performance cycle.</li> </ul>
2.10	<p>A high-level overview of activity against each of the Corporate Strategy priorities and Mayoral ambitions is shown in diagram 2 below. The financial sections of this draft document are subject to further change to ensure full alignment with decisions made by the Combined Authority Board during the budget and MTFP item. The final document will be published and accessible to all.</p>



# Corporate Strategy Map 2023-25

To have a healthier and more prosperous Combined Authority

A prosperous and more sustainable Cambridgeshire and Peterborough. Driven by our values and using our collective voice and strengths, we seek inclusive good growth for an equitable, resilient, healthier and connected region.

## Achieving Good Growth

A strong and sustainable economy that is socially inclusive, environmentally responsible and globally competitive  
Reduced inequality  
Increased productivity

## Ambitious Skills & Employment Opportunities

World-class skills system that meets the needs of learners, employers & communities  
Socially inclusive, environmentally sustainable & globally competitive workforce  
Ability to adapt and seize opportunities for growth without leaving anyone behind

## Enabling Resilient Growth

A great place to live and work  
Communities that are adaptable to environmental and climate, financial and social crises  
Diverse opportunities to engage with culture

## Improving Connectivity

Digital and physical connections to communities, education, health services, leisure, nature, and employment  
Reduced need to travel

Promote, protect and grow our unique Fens

Adapting water management  
Delivering water infrastructure  
Investing in market towns  
Providing innovation funding to farmers

Addressing the skills needs of people from least advantaged communities

Supporting sustainable agriculture

Improving connections between rural areas, towns and cities

A locally determined, innovative public transport system that is fit for the future

Developing Peterborough Station Quarter

Enabling people from less advantaged backgrounds to travel to jobs and learning opportunities

Addressing how climate change is affecting our roads

Reducing bus fares for young people  
Reviewing and improving bus services  
Supporting rail and station improvements  
Developing transport plans, schemes and initiatives

Working with Integrated Care System to support the delivery of better health outcomes & address health inequalities in the region

Addressing infrastructure barriers to growth  
Supporting businesses to transition to low carbon economy

Supporting people with disabilities and long-term health issues to thrive at work  
Developing a Health and Work Strategy to address economic inactivity and productivity challenges

Leading action to mitigate and adapt to climate change  
Developing a Local Nature Recovery Strategy to improve biodiversity  
Retrofitting homes and village halls  
Decarbonising public sector buildings

Supporting infrastructure for cyclists & pedestrians  
Supporting road safety improvements  
Developing plans to support alternative fuel use and electric vehicles

Creating a strong sense of place and cultural identity for our region

Promoting the region to potential investors  
Delivering funding for communities and places  
Supporting businesses to start-up, innovate & grow  
Supporting creative industries & social enterprises  
Growing ARU Peterborough, the city's university  
Developing economic and internationalisation strategies

Increasing apprenticeship opportunities for young people from less advantaged backgrounds  
Developing workforce capability and connecting employers with talent  
Delivering adult education and careers support  
Supporting learning providers  
Providing strategic leadership for the skills system

Developing a Local Area Energy Plan  
Delivering affordable homes  
Creating vibrant high streets  
Supporting opportunities for people to engage with culture  
Celebrating and advocating for our cultural and natural heritage

Improving digital connectivity

Achieving Best Value and High Performance

### Culture

Expanding our equality objectives  
Embedding a culture of continuous improvement

### People

Embedding a new Chief Executive's Office  
Harnessing the region's business voice

### Leadership

Developing a shared vision  
Scenario planning for General and Mayoral elections

### Organisational Growth

Exploring further devolution  
Developing a balanced financial plan

### Information

Refreshing the evidence base underpinning our decisions

### Productivity

Developing a best value operating model

### Processes

Developing and embedding new Single Assurance, Risk and Performance Frameworks

Golden Thread

2.11	<b>Draft budget for 2024-25 and MTFP for the period 2024-25 to 2027-28</b>
2.12	The overarching objective is to set an affordable and balanced budget that supports delivery of the ambitions and priorities of the Mayor and the Combined Authority as set out in the approved Corporate Strategy. The draft Revenue and Capital budgets contained in this report reflect decisions taken by the Combined Authority Board up to and including its meeting in November 2023, in line with agreed accounting policies. Overall affordability remains the key factor in agreeing a balanced budget and this paper aligns areas of expenditure by the current Directorate structure with funding sources.
2.13	The focus to date has been on updating existing budgets for decisions taken in year by the Board, inflation and other known changes in expenditure and funding over the MTFP period, as well as reviewing options to drive further efficiencies within the Authority's operations. Opportunities for efficiencies are kept under constant review and during the course of the current financial year restructures in a number of areas, and the reduction in the use of interims, has created opportunities to increase investment in some areas approved by the Board during the year (including the Procurement Team and the New Economy Team) whilst maintaining enough funding headroom for new priorities to be included in the MTFP.
2.14	Efficiency has always had to be at the heart of the Combined Authority's operations. When the Authority was created in 2017 it was granted funding of £8m of 'gainshare' revenue and £12m of 'gainshare' capital for the subsequent 30 years. Whilst the early years of the Combined Authority saw relatively low levels of inflation, the spending power of that 'gainshare' has been eaten away far more rapidly by the high levels of inflation experienced over the last 18 months. Compared to April 2017, the Retail Price Index of inflation has risen by 39.8% by September 2023. Put another way, the Combined Authority would now need to have 'gainshare' revenue funding of £11.184m to have the same spending power as the £8m it had in 2017. This effective reduction in spending power has forced the Authority to continually review its operations to find efficiencies to both maintain the operations of the Authority and to invest in its priority programmes.
2.15	The Combined Authority is aware that it cannot achieve its scale of ambition with its resources alone and so will seek to work collaboratively with its Constituent Authorities, the Greater Cambridge Partnership, Central Government, local businesses and other local partners to leverage funding sources and ensure that the maximum impact, and value for money can be delivered from the resources devolved to the area.
2.16	Funding summaries for planned and projected Revenue and Capital expenditure over the lifetime of the MTFP are shown in Tables 1 and 2 below. These tables show the expected fund balances available in each year of the MTFP and are made up of balances on reserves brought forward and expected in year funding. The fact that both the overall balances for Revenue and Capital (after planned overprogramming is excluded) at the end of each year, and at the end of the MTFP period, are positive indicates that the budget is balanced and affordable before taking account of the options to improve the bus network as outlined later in the report.

Table 1 Revenue Funding Summary	2024/5				2025/6			2026/27			2027/28		
	Bal- ance at 1/4/24	Income	Ex- pendi- ture	Bal- ance at Year End	Income	Ex- pendi- ture	Bal- ance at Year End	Income	Ex- pendi- ture	Balance at Year End	Income	Ex- pendi- ture	Bal- ance at Year End
	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000
Revenue Single Pot	(13,812)	(13,740)	21,990	(5,562)	(10,000)	13,548	(2,014)	(9,240)	11,851	596	(8,840)	11,451	3,207
Mayoral Precept	-	(11,036)	11,036	-	(11,220)	11,220	-	(11,434)	11,434	-	(11,653)	11,653	-
Business Board Revenue Funds	(1,782)	(1,244)	1,227	(1,799)	(986)	1,227	(1,558)	(986)	766	(1,778)	(913)	194	(2,497)
Inflation Reserve	(2,400)	-	-	(2,400)	-	-	(2,400)	-	-	(2,400)	-	-	(2,400)
<i>Subtotal discretionary funds</i>	<i>(17,994)</i>	<i>(26,020)</i>	<i>34,253</i>	<i>(9,761)</i>	<i>(22,206)</i>	<i>25,995</i>	<i>(5,972)</i>	<i>(21,660)</i>	<i>24,051</i>	<i>(3,582)</i>	<i>(21,406)</i>	<i>23,298</i>	<i>(1,690)</i>
Transport Levy	(562)	(13,765)	15,039	713	(14,040)	15,348	2,020	(14,321)	15,654	3,353	(14,607)	15,956	4,701
Passenger Transport Grants	(529)	(2,725)	411	(2,843)	(411)	411	(2,843)	(411)	411	(2,843)	(411)	411	(2,843)
<i>Subtotal passenger transport funding</i>	<i>(1,091)</i>	<i>(16,490)</i>	<i>15,450</i>	<i>(2,130)</i>	<i>(14,451)</i>	<i>15,759</i>	<i>(823)</i>	<i>(14,732)</i>	<i>16,065</i>	<i>510</i>	<i>(15,018)</i>	<i>16,367</i>	<i>1,858</i>
Earmarked Reserves	(4,042)	(260)	-	(4,302)	-	780	(3,522)	(260)	-	(3,782)	(260)	-	(4,042)
Transport Ringfenced Rev grants	(150)	-	-	(150)	-	-	(150)	-	-	(150)	-	-	(150)
Adult Education Budget (AEB)	(1,785)	(12,927)	12,927	(1,785)	(12,927)	12,927	(1,785)	(12,927)	12,927	(1,785)	(12,927)	12,913	(1,799)
Skills Ringfenced Grants	(1,031)	(1,472)	2,831	328	-	-	328	-	-	328	-	-	328
Business Ringfenced Grants	(118)	-	-	(118)	-	-	(118)	-	-	(118)	-	-	(118)
SPF Revenue	(361)	(4,353)	4,190	(524)	-	-	(524)	-	-	(524)	-	-	(524)
Net Zero Hub	(1,346)	(2,873)	3,879	(340)	-	340	0	-	-	0	-	-	0
<i>Subtotal ringfenced funding</i>	<i>(8,833)</i>	<i>(21,885)</i>	<i>23,827</i>	<i>(6,891)</i>	<i>(12,927)</i>	<i>14,047</i>	<i>(5,771)</i>	<i>(13,187)</i>	<i>12,927</i>	<i>(6,031)</i>	<i>(13,187)</i>	<i>12,913</i>	<i>(6,305)</i>
<b>Grand Total</b>	<b>(27,918)</b>	<b>(64,395)</b>	<b>73,530</b>	<b>(18,783)</b>	<b>(49,584)</b>	<b>55,800</b>	<b>(12,566)</b>	<b>(49,579)</b>	<b>53,042</b>	<b>(9,103)</b>	<b>(49,612)</b>	<b>52,578</b>	<b>(6,136)</b>



Table 2 Capital Funding Summary	2024/5				2025/6			2026/27			2027/28		
	Bal- ance at 1/4/24	Income	Ex- pendi- ture	Bal- ance at Year End	Income	Ex- pendi- ture	Bal- ance at Year End	Income	Ex- pendi- ture	Balance at Year End	Income	Ex- pendi- ture	Bal- ance at Year End
	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000
Capital Gainshare	(29,230)	(12,000)	49,093	7,863	(12,000)	35,077	30,939	(12,000)	16,242	35,181	(12,000)	12,942	36,123
Recycled Growth Funds	(9,805)	(522)	2,559	(7,768)	(184)	-	(7,952)	(184)	-	(8,136)	-	-	(8,136)
<i>Subtotal discretionary funds</i>	<i>(39,035)</i>	<i>(12,522)</i>	<i>51,652</i>	<i>95</i>	<i>(12,184)</i>	<i>35,077</i>	<i>22,988</i>	<i>(12,184)</i>	<i>16,242</i>	<i>27,045</i>	<i>(12,000)</i>	<i>12,942</i>	<i>27,987</i>
Transforming Cities Fund	2,525	-	230	2,755	-	-	2,755	-	-	2,755	-	-	2,755
Capital Contingency Reserve	(1,500)	-	-	(1,500)	-	-	(1,500)	-	-	(1,500)	-	-	(1,500)
Transport Ringfenced Cap grants	(4,726)	(15,678)	16,138	(4,266)	(31,492)	31,492	(4,266)	-	-	(4,266)	-	-	(4,266)
Highways Capital Grants	-	(27,695)	27,695	-	(27,695)	27,695	-	(27,695)	27,695	-	(27,695)	27,695	-
SPF Capital	(24)	(4,462)	4,462	(24)	-	-	(24)	-	-	(24)	-	-	(24)
Net Zero Retrofit Grants	139	(35,419)	35,280	-	-	-	-	-	-	-	-	-	-
Housing	(9,693)	-	5,287	(4,406)	-	4,406	-	-	-	-	-	-	-
<i>Subtotal ringfenced funding</i>	<i>(15,804)</i>	<i>(83,254)</i>	<i>88,862</i>	<i>(10,196)</i>	<i>(59,187)</i>	<i>63,593</i>	<i>(5,790)</i>	<i>(27,695)</i>	<i>27,695</i>	<i>(5,790)</i>	<i>(27,695)</i>	<i>27,695</i>	<i>(5,790)</i>
<b>Grand Total</b>	<b>(52,314)</b>	<b>(95,776)</b>	<b>140,744</b>	<b>(7,346)</b>	<b>(71,371)</b>	<b>98,670</b>	<b>19,953</b>	<b>(39,879)</b>	<b>43,937</b>	<b>24,010</b>	<b>(39,695)</b>	<b>40,637</b>	<b>24,952</b>
<i>Slippage allowance</i>	<i>(8,605)</i>		<i>(7,467)</i>	<i>(16,072)</i>		<i>(5,307)</i>	<i>(21,379)</i>		<i>(2,462)</i>	<i>(23,841)</i>		<i>(2,155)</i>	<i>(25,996)</i>
<b>Revised Capital Forecast</b>	<b>(60,919)</b>			<b>(23,418)</b>			<b>(1,427)</b>			<b>169</b>			<b>(1,044)</b>

2.17	There remains a significant inflationary pressure on the staffing budget. The pay budget within the MTFP has been increased by 4% in 2024-25 and for each year thereafter, which is in line with many other Local Authorities. The actual pay award each year will be determined by national negotiations.
2.18	In response to the fact that much of the Combined Authority's revenue expenditure (excluding that which is ringfenced to specific projects) is relatively stable and not demand led, and that a prudent allocation for both pay and non-pay inflation has been made within these budgets, it is considered that a minimum level of general reserves equal to 2% of non-ringfenced revenue should be maintained for each year of the MTFP, and this has been built into the figures provided.
2.19	The Combined Authority delivers relatively few services directly and commissions the majority of its project work through delivery partners, including Constituent Councils. As the Authority's staff are therefore further removed from the construction of physical projects the majority of staff costs are not capitalised. This, along with the fixed costs which come with any Authority regardless of size, result in a relatively higher proportion of staff costs within the revenue budget than is common in Local Authorities.
2.20	There are no projects proposed to be funded by borrowing in the draft capital programme.
2.21	The forecast income from the Combined Authority's Treasury Management portfolio has been increased from that included in the 2023-24 budget to reflect the recent rises in UK interest rates and forecast cash volumes available for investment. It is, however, forecast that the income from Treasury Management in 2024-25 and in future years will be significantly lower than that which is now forecast to be received in 2023-24.
2.22	The Combined Authority maintains two separate Response Funds. The Corporate Response Fund enables the organisation to rapidly react to emerging ideas, concepts, and Central Government policy. Use of this funding requires the approval of the Chief Executive. The Programme Response Fund allows flexibility to respond to relatively larger emerging issues and opportunities. The Programme Response Fund requires Board approval prior to allocation.
2.23	Other principles and assumptions adopted in the development of the proposed draft budget and MTFP are detailed in Appendix B and include: <ul style="list-style-type: none"> <li>- Budget preparation has taken account of the level of reserves brought forward from previous financial years, and of expected annual funding streams from 2024-25 onwards to ensure that spending plans continue to be affordable.</li> <li>- The 2024-25 Budget and MTFP provides a clear presentation of capital and revenue budgets based on the current Directorate structure.</li> <li>- The staffing structure and budgets have been delegated from the Chief Executive to members of the Corporate Management Team for them to control.</li> <li>- The Budget and MTFP identifies staffing costs and other contributions to overheads associated with grant funded programmes and these are recharged to the relevant directorate budget line.</li> <li>- The Budget takes a prudent approach to funding – new funding sources are not recognised until funding agreements have been received from Government. This can result in some budgets not being recognised as funding is expected but not yet fully confirmed. For example the Combined Authority has been allocated £5.5m, expected in early 2024/25, for delivery of local Electric Vehicle infrastructure but no funding agreement has been received and so the income and expenditure is not reflected in the MTFP.</li> <li>- Minor changes to the draft budget have been made since the consultation draft was approved in November, reflecting confirmation of some grant funding, updating of known costs in some areas and rephrasing of the capital programme to reflect the latest anticipated timescales for expenditure. These changes do not materially impact the overall budget position.</li> </ul>
2.24	The attached appendices provide the summary positions and detailed supporting schedules for both the Capital Programme (Appendix C) and Revenue Expenditure (Appendix D). New proposals for investments in both capital and revenue are included in Appendices E (Capital) and F (Revenue) and the major proposed investments are described in the relevant sections relating to Directorate Budgets (below).

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

2.34	Within the proposed Capital Programme there is a further £10m over the MTFP period to help support areas and communities across the region to 'level-up' further. The individual projects to be funded from this sum will be subject to further approval in line with the approved SAF process.
2.35	<b>PLACE AND CONNECTIVITY</b>
2.36	The Combined Authority is the area's Strategic Transport Authority, as such it has responsibility for creating and owning the statutory Local Transport and Connectivity Plan (LTCP) – this sets out the long-term strategy to improve transport for both the people and businesses of Cambridgeshire and Peterborough, with our constituent Council's Local Plans adhering to the LTCP. Reflecting the impact that internet connectivity has on transport needs, the Combined Authority has rolled Connectivity into the Plan forming the LTCP. Following public engagement, formal public consultation and significant discussions with key stakeholders it is hoped that the final document will be approved by the Board soon. Following approval further work will be undertaken to develop other documents within the Plan's suite, such as modal and geographical specific strategies and policies.
2.37	Along with the LTCP the Combined Authority has responsibility for shaping the bus network across the region. This includes paying for concessionary fares as well as supporting bus services to ensure key areas not served by commercial bus services of the County are better connected. The Combined Authority with partners have revised our Bus Service Improvement Plan that was previously submitted to government following collaborative working with our local bus services, the Greater Cambridge Partnership and the Local Highways Authorities. The BSIP, which remains in draft form, strongly aligns to the emerging Bus Strategy that sets out our vision for a bus network for the area that is fast, frequent, reliable, and ready to help drive a modal shift in transport. Government made a BSIP + allocation of £4.6 million to the Combined Authority earlier this year in two £2.3m tranches. Proposals for the first tranche of funding are included in the Bus Strategy item elsewhere on this agenda. In order to both encourage more utilisation of the buses by the young people in the region, as well as to help with the cost of living crisis, it is proposed that a significant part of the revenue headroom in the MTFP (£3.85m), along with £550k of the BSIP+ allocation mentioned above, be used to reduce the single fares for those under 25 travelling on buses within the region to £1 per journey until May 2025.
2.38	The landscape for bus provision across the region has changed markedly over the last couple of years, giving a need to revisit the strategy for taking the bus network forward. There are significant challenges – lower patronage, cuts in commercially-viable services and increasing unreliability due to traffic and driver shortages. Meanwhile, the ambitions for what the bus network needs to achieve are growing, as set out in the Combined Authority's Local Transport and Connectivity Plan to dramatically boost bus provision and in parallel cut private vehicle travel by 15%. Achieving this will see bus patronage more than double, compared to 2019 levels, with some 60-75 million passenger journeys anticipated. Therefore, the Combined Authority has undertaken a review of the subsidised network, with a set of recommendations for the Board to consider elsewhere on this agenda. The Combined Authority is also continuing work, agreed by the Board in September, to audit the outline business case for bus reform, which includes an assessment of the case for franchising or an enhanced partnership. This is due to be reported to the Board in January.
2.39	The Transport team also programme manage a portfolio of large capital projects delivering journey improvements and public health benefits across the region to help deliver the Combined Authority's corporate plan objectives, in particular to enhance connectivity. These projects are predominantly funded by the Transforming Cities Fund, a £95m fund devolved to the area with the Combined Authority able to direct to where it will create the greatest impact.
2.40	A total of £36.5m is included in the draft Capital Programme for additional transport schemes across the region to enable continued work on existing priority projects as well introduce and support other programmes and projects that address corporate and mayoral priorities. Projects include improvements to active travel across the region, better rail station and bus stop infrastructure, more funding to support road safety and 'Vision Zero and priority road junction improvements to improve safety and reduce congestion in both March and on the A16 in Peterborough.
2.41	The Directorate is also responsible for an overall spatial framework for the area and the delivery of the statutory local Nature Recovery Strategy. It supports implementation of the Climate Action Plan, taking forward the recommendations of the Cambridgeshire and Peterborough Independent Commission on Climate, with wide ranging implications for both the public and private sectors in the Combined Authority.

2.42	A further £9m of Capital and £2m of revenue is included in the MTFP proposals to help deliver the Climate Action Plan and Local Nature Recovery Strategy, as well as developing innovative ways to support infrastructure being affected by climate change (e.g. the Fen roads) and to support the delivery of new requirements on biodiversity for constituent councils. The MTFP proposals also include an allocation to take forward the findings from the Infrastructure Delivery Framework, which is working with partners to identify the obstacles to sustainable growth across the area and set out costed solutions. Final allocations from these climate funds will be proposed by the Environment & Sustainable Communities Committee and, if
2.43	Housing also lies within the remit of the Directorate. The CPCA Board paper on the future of Housing (June 2022) recognised that there is a need to deliver genuinely affordable housing across the Combined Authority Area, however with no further financial support from DLUHC beyond the end of the current programme the CPCA does not have the financial support to deliver anything significant and regional housing support will have to come through Homes England.
2.44	Whilst there are no immediate prospects of significant funding being received from government to develop further housing in the region, it is considered that the CPCA should retain some basic capability to bid for any future Housing grant or funding opportunities that may arise, particularly through further devolution. The current Housing Loans programme has recently been completed with the final loan repayment received.
2.45	<b>CHIEF EXECUTIVE'S OFFICE AND RESOURCES AND PERFORMANCE</b>
2.46	These two Directorates cover those services which support the business of the Authority. The Chief Executive's Office includes policy, communications and the secretariat. Resources and Performance comprises finance, legal, governance and audit, procurement, HR and the Programme Management Office. Two of the three statutory officers, the Monitoring Officer and the Chief Finance Officer, are based in this Directorate. Additionally, the Greater South East Net Zero Hub resides in the Resources and Performance Directorate. The Hub provides support, advice and guidance across many local authority areas to support the drive to net zero emissions, as well as managing major contracts and programmes on behalf of government across that geography.
2.47	<b>SECTION 25 STATEMENT</b>
2.48	Section 25 of the Local Government Act 2003 places requirements on the Section 73 Officer in determining the Authority's budget for the forthcoming financial year to report on the robustness of the estimates made for the purposes of the calculations and on the adequacy of the proposed financial reserves. This assessment is based upon the current pause on funding from the Department of Levelling-Up, Housing and Communities ceasing, the Combined Authority continuing to operate on an on-going basis, and with a minimum £20m gainshare (£8m revenue and £12m capital) to be funded from Central Government.
2.49	Paragraphs 2.16-2.22 above cover the rationale behind the key assumptions in the budget and the quantum of reserves maintained in the MTFP. Further detail regarding the assumptions is also included as Appendix B to the report. There is also a very clear link between the draft Corporate Strategy (included as Appendix A to this report) and the MTFP to ensure that all strategic objectives and deliverables contained in the draft Corporate Strategy have funding allocated to them.
2.50	From a Section 73 Officer perspective, given the prudent assumptions regarding income, expenditure, inflation and risk which have been used when drawing up the draft budget and MTFP, and the close link between the Corporate Strategy and MTFP, I am content that the estimates are sufficiently robust for the purposes of setting an effective budget and MTFP to deliver the strategic objectives included in the draft Corporate Strategy.
2.51	Additionally from a Section 73 Officer perspective I am content that the proposed level of reserves, taking into account the unallocated contingency funds also contained in the MTFP, are adequate given the existing known and emerging risks facing the Combined Authority.
2.52	<b>CONSULTATION RESPONSES</b> The Combined Authority consulted on the draft MTFP and the budget option from Thursday 30th November to Monday 15th January.

	<p>We consulted with residents, business and key stakeholders with the objective to build awareness of our role and our responsibilities, our financial obligations and gain feedback and input on our plans. A copy of the questionnaire is attached as Appendix F to this report.</p> <p>Our central aim was to create greater awareness of the role and responsibilities of the Combined Authority, demonstrate the impact we are already having on communities and business across our region and ensure audiences had the opportunity to share their views about what is important to them. We did this by liaising with constituent councils to identify the most suitable locations to provide hard copies of the consultation document and the questionnaire alongside a comprehensive digital campaign. Both were underpinned by an online consultation form where consultees can have their say.</p> <p>We asked audiences to prioritise proposed deliverables within the Corporate Plan and give their views on how their priorities could be funded. We also asked respondents to sign up to receive future updates from the Combined Authority to maintain engagement.</p> <p>Responses from the consultation have helped to shape the proposals that Combined Authority Board consider in both the Combined Authority MTFP and the Mayor’s budget proposal.</p> <p>The consultees on the draft budget and MTFP included the following organisations:</p> <ul style="list-style-type: none"> <li>• Cambridge City Council</li> <li>• Cambridgeshire County Council</li> <li>• East Cambridgeshire District Council</li> <li>• Fenland District Council</li> <li>• Huntingdonshire District Council</li> <li>• Peterborough City Council</li> <li>• South Cambridgeshire District Council</li> <li>• The Business Board</li> <li>• CPCA Overview and Scrutiny Committee</li> <li>• Greater Cambridge Partnership</li> <li>• Integrated Care Board</li> </ul>
2.53	<p>The responses to the consultation are included as Appendix G to the report and are summarised below:</p> <p><b>Background</b></p> <p>In total, 458 full survey responses were received from residents across the Combined Authority region. As well as the surveys, the Combined Authority received twenty-three written submissions to the consultation, some of these were organisational responses to the consultation, others were individual submissions.</p> <p>In addition to the survey, the Mayor of Cambridgeshire &amp; Peterborough took part in four events to discuss the draft 2023-25 Corporate Plan Refresh, draft 2024-25 budget (including Mayoral Precept proposals) and the draft Medium Term Financial Plan 2024-25 to 2027-28. These events took place in Peterborough, Cambridge and Huntingdon and involved the Mayor talking to residents, community groups and SMEs about the Combined Authority’s priorities and spending plans.</p> <p>52% of respondents supported a precept of £36 for a Band D property to help pay for additional bus routes and more frequent services on existing routes. 70% of respondents supported some form of precept to pay for these improved bus services. Respondents provided a large number of ideas regarding potential additional bus routes and/or more frequent services on existing routes.</p> <p><b>High-Level Corporate Strategy Findings</b></p> <p>One in seven participants use local buses most weeks and about one in ten use them most days. Three in ten survey respondents use them a few times a month. The remainder, almost a half, do not use the local bus services. More reliable bus services and more bus routes are the two key factors that survey respondents said are most likely to encourage them to take buses more frequently.</p> <p>Delivering high-quality apprenticeships is the most popular CPCA work programme activity in the survey followed by improving transport links in rural areas. Among the activities which are most supported by survey participants, there is a strong focus on the ‘Ambitious Skills and Employment Opportunities’ strategic objective.</p>

	<p>Eight in ten participants are looking for the combined authority to work in partnership with education and skills providers to increase local employment and educational opportunities. This is underpinned by similar support for making sure adult learners can access educational courses. Equally, eight in ten participants support sustainable agriculture for the region.</p> <p>By comparison to activities with the most support, participants are most 'unsure' about plans to designate the Fens as a special area, developing an Infrastructure Delivery Framework and increasing commercial space for businesses to grow.</p> <p>There are no activities where most participants are not supportive. This said, four in ten are not supportive of finding money for new roads and three in ten are not supportive of improving the infrastructure for electric vehicles. A quarter are not supportive of extending commercial space for businesses or delivering the Local Net Zero Programme 2022-2025.</p> <p>Seven in ten participants said that they feel they know at least a little about Cambridgeshire &amp; Peterborough Combined Authority. Three in ten participants said that they are 'Very much' informed about the combined authority.</p>
2.54	Appendix G also includes the detailed responses from the Overview & Scrutiny Committee and the Business Board. Both were generally supportive of the draft Corporate Strategy and the proposed MTFP but felt unable to comment on the proposed precept as a list of the potential routes to be funded would not be available until after the consultation had concluded.

### 3. Background

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

4.1	Appendix A. Draft Corporate Strategy
4.2	Appendix B. Assumptions underpinning the draft MTFP
4.3	Appendix C. Detailed proposed Capital Programme
4.4	Appendix D. Detailed proposed Revenue Programme
4.5	Appendix E. New Capital Investment proposals
4.6	Appendix F. New Revenue Investment proposals
4.7	Appendix G. Responses to the consultation
4.8	Appendix H. "Your Views Count" survey responses

### 5. Implications

Financial Implications	
5.1	The financial implications are contained in the body of the report.
Legal Implications	
5.2	Under powers granted by the Combined Authorities (Finance) Order 2017, elected Mayors may raise a precept on Constituent Authorities Council Tax bills under section 107G of the Local Democracy Economic Development and Construction Act 2009. A Mayoral Precept may only be issued in relation to the costs of the Mayor or of discharging Mayoral Functions. The Mayoral functions are set out in Article 12 of the Cambridgeshire and Peterborough Combined

	<p>Further, under Section 25 of the Local Government Act 2003, the Authority's Chief Financial Officer (the Treasurer) is required to report on the robustness of the estimates made for the purposes of the budget and levy calculations and the adequacy of the proposed reserves. This information enables a longer-term view of the overall financial position to be taken.</p> <p>This report is submitted to the Board in accordance with the Budget procedure rules. The CPCA has a statutory duty to have regard to the report of the Chief Finance Officer when making decisions about its budget calculations. The legal and governance processes that need to be completed include consideration by Overview and Scrutiny Committee and the Combined Authority Board.</p> <p>As a public authority which has the power to levy for transport functions and to raise a precept, the Cambridgeshire and Peterborough Combined Authority must set a budget every year which is agreed through its formal decision-making processes.</p> <p>Some savings proposals may only be delivered after specific statutory or other legal procedures have been followed and/or consultation taken place. Where consultation is required, the CPCA cannot rule out the possibility that they may change their minds on the proposal because of the responses to a consultation, and further reports to the CPCA Board may be required.</p> <p>If General Fund Reserves are used to support the budget, they may need to be reimbursed at the earliest opportunity to provide the necessary, margin of safety in future years.</p> <p>Apart from statutory duties relating to specific proposals the CPCA must consider its obligations under the Equality Act and its best value duties.</p>
Public Health Implications	
5.3	The Corporate Strategy seeks to improve health across the region with some outcomes detailed in each priority area. Health is also a key assessment criteria as part of the supporting strategic framework. As a result of the delivery of this strategy, health outcomes are expected to improve.
Environmental & Climate Change Implications	
5.4	The Corporate Strategy seeks to address climate impact and enable further resilience across the region. Each priority area is expected to be sustainable and seek positive environmental contributions; specifically the Enabling Resilient Communities priority area will drive key deliverables to address climate related impact. Climate and Nature is also a key assessment criteria as part of the supporting strategic framework. As a result of the delivery of this strategy, impact on climate outcomes are expected to improve.
Other Significant Implications	
5.5	None
Background Papers	
5.6	



# CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY

CORPORATE PLAN 2023 – 25 (REFRESHED JANUARY 2024)



DRAFT  
SUBJECT TO BOARD

APPROVAL







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# 01

## FOREWORDS



## A MESSAGE FROM OUR MAYOR, DR NIK JOHNSON

### Towards a healthy and prosperous future

As Mayor of Cambridgeshire and Peterborough, it is my belief we should all have every opportunity to succeed. I want our region to be sustainably and equitably prosperous and as a doctor, I know that health and prosperity are interconnected. Having long supported Sir Michael Marmot's 'Fair Society, Healthy Lives' report, I understand how hard it is to achieve one without the other. Regrettably, for lots of people, circumstances do not lend themselves to a decent quality of life and there's no guarantee that any of us can go about our daily lives making and benefiting from productive contributions to the economy or wider society. Many find their ability to participate restricted, trapped in cycles of decline, unable to realise true potential, at risk of becoming dependent upon welfare support and health care services. Whilst those directly affected suffer most, everyone is worse off as a result.

Though not a healthcare or welfare provider, as a Mayoral Combined Authority, we have an opportunity – indeed, an obligation – to embrace the huge public health implications of our work. This is why I champion integrated care systems and value enormously the insights and expertise of our world-class health and life science partners.

It's why, in pursuing the types of universal solutions central to The Marmot Review, a vastly improved public transport network is perhaps my and this organisation's primary focus. In ensuring our interventions are proportionate to the level of disadvantage, it is why I remain determined to build the best possible future for our unique Fens. And why I am committed to making our enviable history, heritage, and culture a source of pride, identity and inspiration, something available for everyone to experience and enjoy and feel able to join in, unlocking the many benefits of imagination and creativity.

By delivering on our promise of a well-connected region in which a diverse, modern, and vibrant economy is enabled and sustained by a highly-skilled workforce, we will ensure that our increasingly resilient communities are integral to the types of good growth needed to secure Cambridgeshire and Peterborough's fairest, healthiest, most prosperous future. And, in taking such "action across the whole of society" as Marmot recommends, we can pioneer a fuller consideration of socio-economic outcomes, public health included, in our decision-making processes.

We will then play a more intentionally significant part in the design and build of that best future, where everyone feels genuinely involved, where we all have a real and lasting opportunity to thrive, and where wellbeing and quality of life are second to none.



**Dr Nik Johnson**  
Mayor of Cambridgeshire  
and Peterborough

A handwritten signature in cursive script, appearing to read 'Dr Nik Johnson'.



## A MESSAGE FROM OUR CHIEF EXECUTIVE

We have come a long way since our establishment, seven years ago. In that time, we have had a demonstrable impact across our region. Key highlights include:

- 12,000 jobs have been created
- We and our partners have opened and continue to develop higher education opportunities at ARU Peterborough
- Delivery of new railway stations at Cambridge North and Soham, infrastructure improvements across our Fenland stations, and a new station at Cambridge South under construction 1,500 new homes have been built
- We have secured funding to connect 145,000 more homes and businesses to ultra-fast broadband that creates jobs and connects people

Over the past seven years, we have had to adapt and evolve, learning as we go from our own experience and other Combined Authorities. This Corporate Strategy refresh highlights this continuous improvement, our mantra is simple – better never stops, we are a learning organisation. Our improvement over the last 12 months has been underpinned by enhanced collaborative working with our constituent councils and stakeholders.

At the heart of this Corporate Strategy is a clear purpose to work with our partners to make our region an ever-better place to live, work, learn and visit.

Collaboration sits at the heart of all we do. Although there is no formal requirement for us to consult on a Corporate Strategy refresh, we have proactively sought views to help shape our priorities and activities alongside the Medium-Term Financial Plan. This is in line with our commitment to transparency, engagement and partnership working.

The vision set out is an ambitious one, it demonstrates how we will remain outward-looking, focus on bringing good jobs to our region, and ensure our people have the skills and connectivity – physical and digital - to take up those opportunities, as well as decent public transport in thriving communities. We will embrace further devolution opportunities for the region, ensuring there is a clear collaborative vision that leads to further inward investment, celebrating the great places, potential and innovation that exists.

Our region is of vital importance to the whole of the United Kingdom, and by moving forward together, with Central Government, we can and we will deliver the prosperous and sustainable Cambridgeshire and Peterborough we all seek; underpinned by good growth for an equitable, resilient, healthier, and connected region.



**Rob Bridge**  
Chief Executive



## A MESSAGE FROM THE COMBINED AUTHORITY BOARD

The Cambridgeshire & Peterborough Combined Authority Board, we are proud to present this refreshed version of the Corporate Strategy. Our area is at the heart of so many strategically important clusters and corridors, making us a key area for UK economy. Our region competes at an international level and is home to two of the fastest growing cities in Cambridge and Peterborough in England. But we must not be complacent, we do have areas of deprivation too. If properly supported these areas too have great growth potential and can provide quality jobs and better health for residents as well.

The Combined Authority, has a proven track record of successfully investing to improve access to growth across our area. Projects such as ARU Peterborough, Peterborough Station Quarter redevelopment, and our historic Market Towns rejuvenation across the whole region, clearly demonstrates our impact. Our devolved powers, give us the freedom to get on and deliver what is needed for our region. Putting our local communities in control of their own destinies and giving us all a greater say in what happens in our cities, towns, and villages.

As we look toward the next financial year, we will continue to engage with the Government's Cambridge 2040 plans to better understand the role of the Combined Authority and its constituent parts.

By working together, we will ensure the Government's Cambridge 2040 vision and ambitions are aligned with locally held ambitions that benefit communities across the region.

With further devolved powers, spearheaded by local leadership, we will secure the very best sustainable growth for future generations. Critical to this is bringing better transport links in and out of Cambridge to support commuters, learners and visitors from Huntingdonshire, East Cambridgeshire, Peterborough, and Fenland and the wider region, to ensure wide access to opportunities are available to many, not just those from the Greater Cambridge area.

This Corporate Strategy also sets out how we will build on the work we have already done, providing local skills services which are accessible for all, regardless of age and background. We will create an additional 9,000 jobs across the region. We will build a sustainable and reliable public transport system across the region; and we will ensure fewer households in our region are in fuel poverty.

We, the Combined Authority, cannot achieve these in isolation. It will require working together, across public and private sectors. It will also require close working with Government to provide us with the devolved powers and autonomy to get on with delivering for the region.

Especially if we are to achieve our aims of accelerating our international reputation as a beacon of science, technology and R&D (Research & Development), we need Government backing; if Cambridgeshire and Peterborough is thriving, the UK economy thrives also.

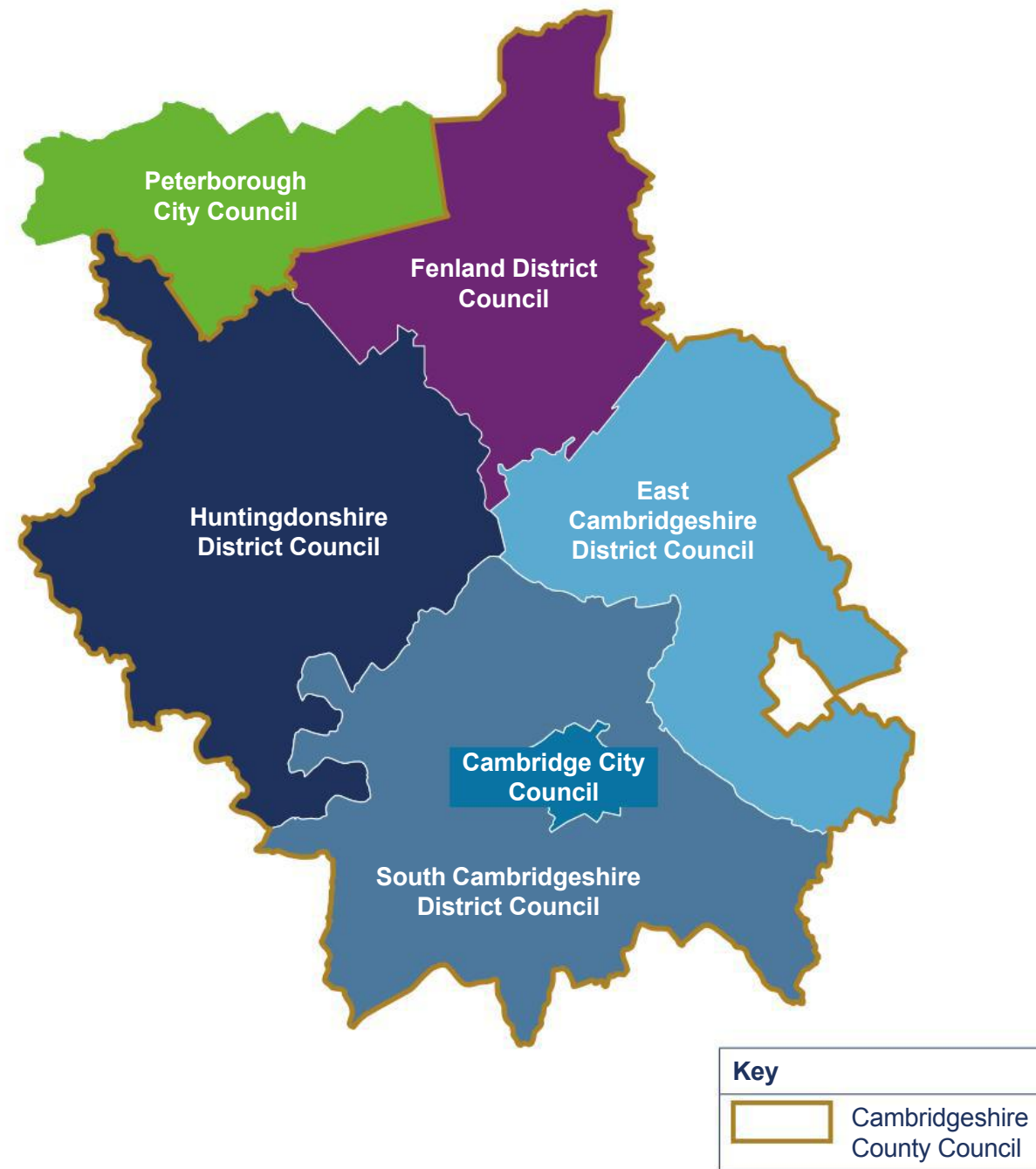
We want to secure the best possible outcomes for those living and working in Cambridgeshire and Peterborough. Joining together, as one voice for the region, we will effectively advocate for the needs of our residents and businesses.





# 02

## WHY WE'RE HERE



## WHO WE ARE

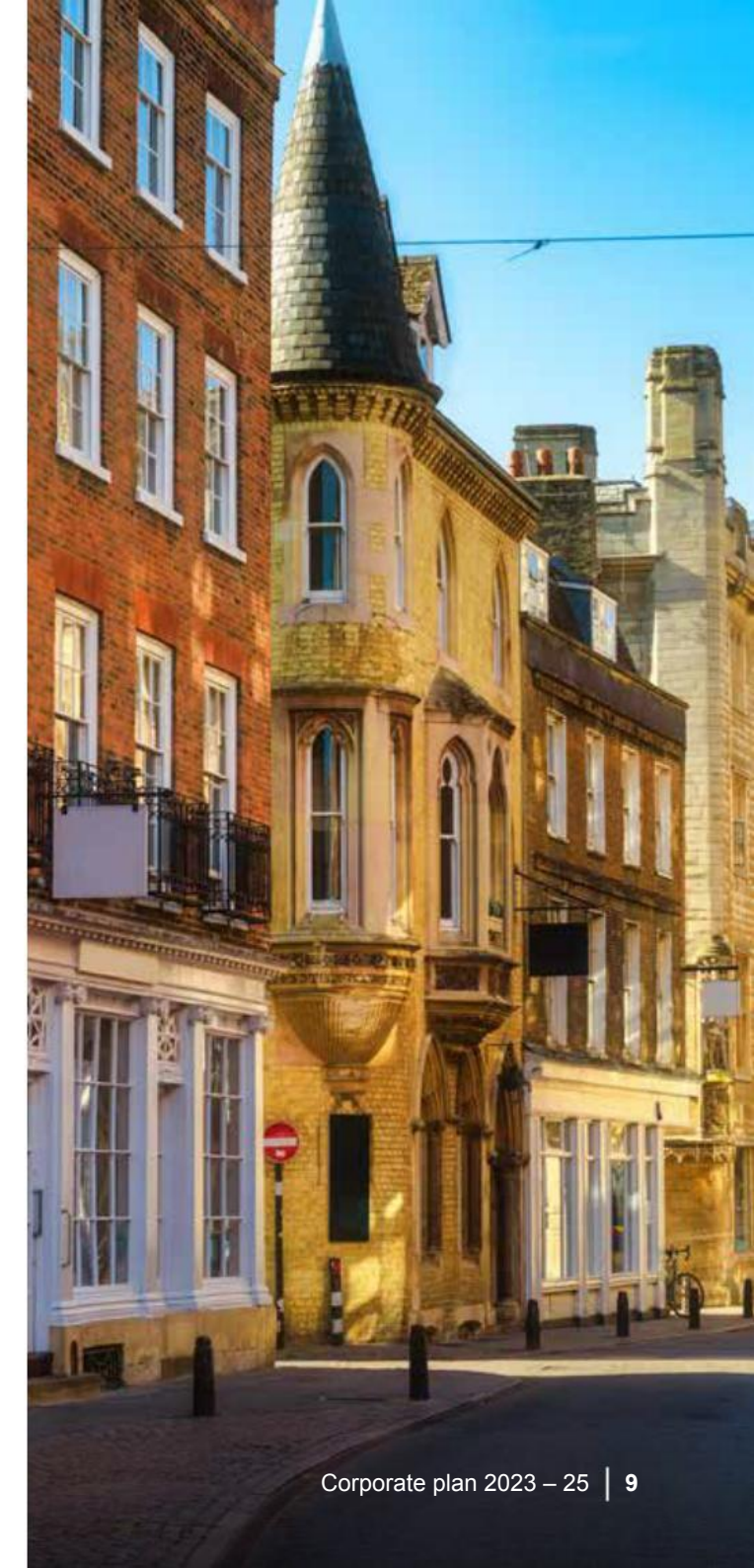
The Cambridgeshire and Peterborough Combined Authority was created in 2017 after an historic agreement between the UK Government and the seven councils that together make up the Combined Authority (Cambridge City Council, Cambridgeshire County Council, East Cambridgeshire District Council, Fenland District Council, Huntingdonshire District Council, Peterborough City Council and South Cambridgeshire District Council). The aim of the agreement was to devolve decisions away from Westminster so they can be made by the communities they effect.

We have a range of responsibilities including transport, infrastructure, planning, economic growth, business support and adult education. We receive our funding in several different ways, from a devolved transport budget and a £20m a year funding allocation from the Department for Levelling Up, Housing and Communities to grow the economy.

We play an important role in developing bold, ambitious plans for the future, advocating for and representing the region to bring in investment and funding to grow the economy for the benefit of all. We firmly believe that together we are greater than the sum of our parts and the people of this region are best placed to determine its future.

The Combined Authority model allows us to collaborate with existing local government structures to make collective decisions and work with other partners including business, the universities, health and more, to jointly promote our region, to tackle inequalities and the impact of climate change.

We are held to account by the Mayor and representatives from the seven councils of the Combined Authority, who sit on committees that support the final decisions of the Combined Authority Board. Our board is made up of the leaders of our seven councils, the Chair of our Business Board, the Police and Crime Commissioner, Chairman of the Fire Authority, and Chair of the NHS Cambridgeshire and Peterborough Integrated Care Board. Our Board is chaired by a directly elected Mayor voted in by Cambridgeshire and Peterborough residents every four years. This Corporate Strategy illustrates how together we are growing the local economy and providing better jobs, housing, skills and transport for our residents.



# OUR REGION

Cambridgeshire and Peterborough is a community of opportunity for all.

We are proud to be a prime location for investment with unrivalled growth opportunities and world renown entrepreneurship, positioned at the heart of multiple corridors and clusters of national and international significance.

Our region has a rich cultural heritage, a unique environment and historic market towns that support the surrounding hinterlands and create thriving rural communities that people are proud to call home.

All of this comes together to make Cambridgeshire and Peterborough, a region of choice: somewhere people aspire to live, work, visit, or do business.

The City of Cambridge is a dynamic, resilient, and diverse city. It is one of the most successful life sciences, innovation, and technology clusters in the world. Groundbreaking advances in the treatment of human health have happened in Cambridge, including the development of six of the world's top 10 drugs in use. However, this economic success can mask some of the highest income disparities in the UK.

To continue to grow and flourish, an ambitious and broad-ranging vision of innovation for the Greater Cambridge area is tackling poverty and the need for better access to housing, transport, water, and capital.

The City of Peterborough has a diverse and robust economy. It is in the top ten of the UK's fastest growing cities, including one of the highest number of business start-ups and patents. Large global headquarters and innovative small and medium enterprises combine with an emerging advanced engineering and manufacturing cluster. Historic challenges are being addressed. Regeneration of city infrastructure is well underway, and an upgrading of the city's skill base has been turbo-charged with the opening of the award-winning university, ARU Peterborough.

Situated between these two internationally renowned cities, located on key north-south and east-west road and rail links, is Huntingdonshire. Home to the largest cluster of manufacturing businesses in Cambridgeshire, and the 150 hectare Alconbury Weald Enterprise Zone, Huntingdonshire brings together a unique blend of businesses operating in key sectors including life sciences, technology, advanced manufacturing, food and drink and agritech.

The Fens is a large area of historically swamp, marsh, and wetland that, in a feat of engineering, was drained. Often referred to as the 'breadbasket of Britain,' The Fens holds nationally significant agricultural importance as home to over 50% of England's grade one agricultural land and providing a fifth of the nation's crops and a third of its vegetables. Supply in The Fens directly impacts national food prices. A cluster of Agri Tech businesses is flourishing bolstered by world class science and engineering talent. As the Fens is very low lying, continuous 'flood risk management' is required. Also, being a large carbon sink, appropriate land-use management is key.

Like every region, we face challenges. Collectively partners from across our region are rising to these challenges. We are working to tackle inequality by lifting people out of deprivation and improving opportunities for everyone by removing the barriers that prevent people from building a better life for them and their family.

This map is for illustrative purposes only

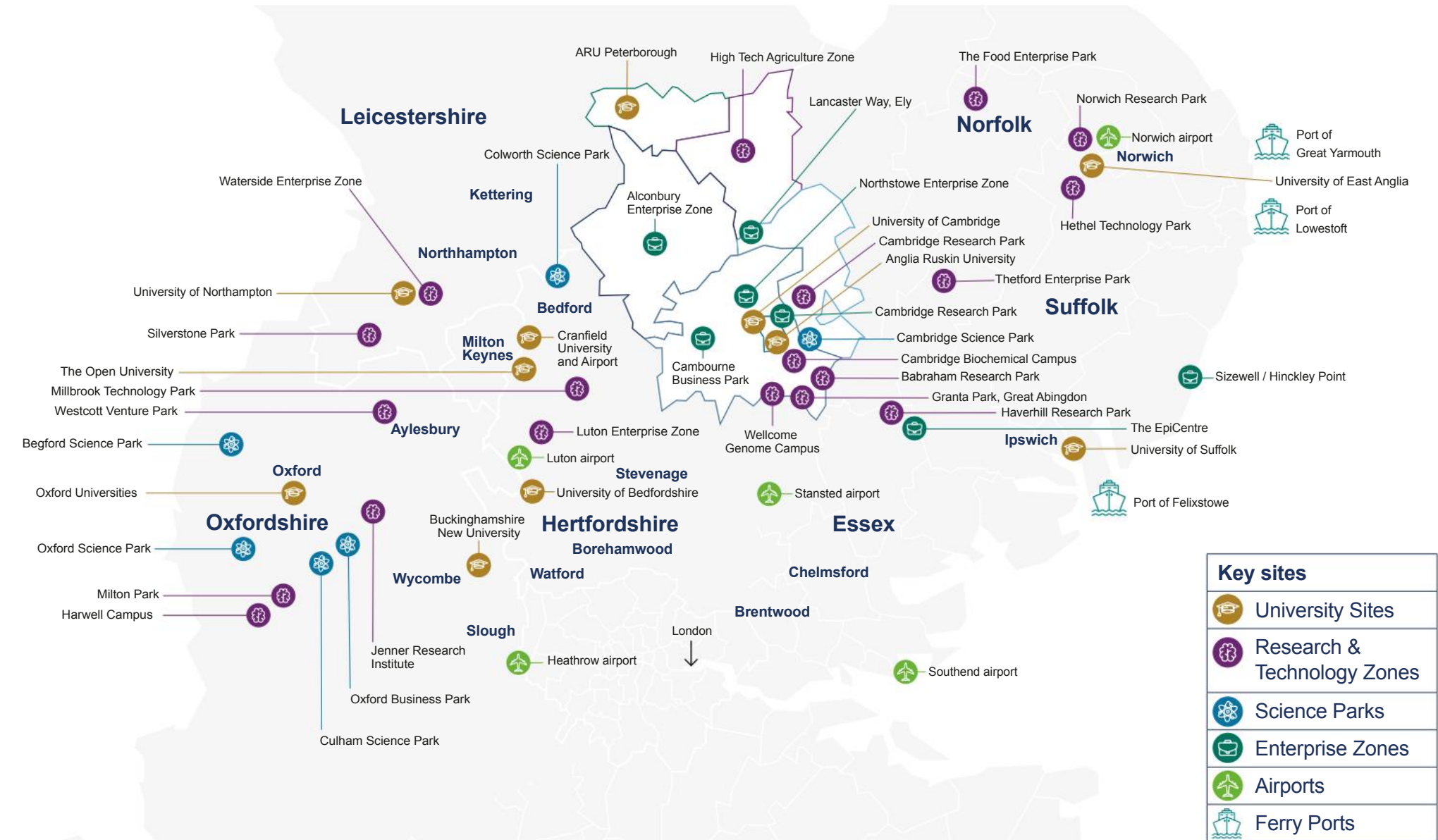
Transport map



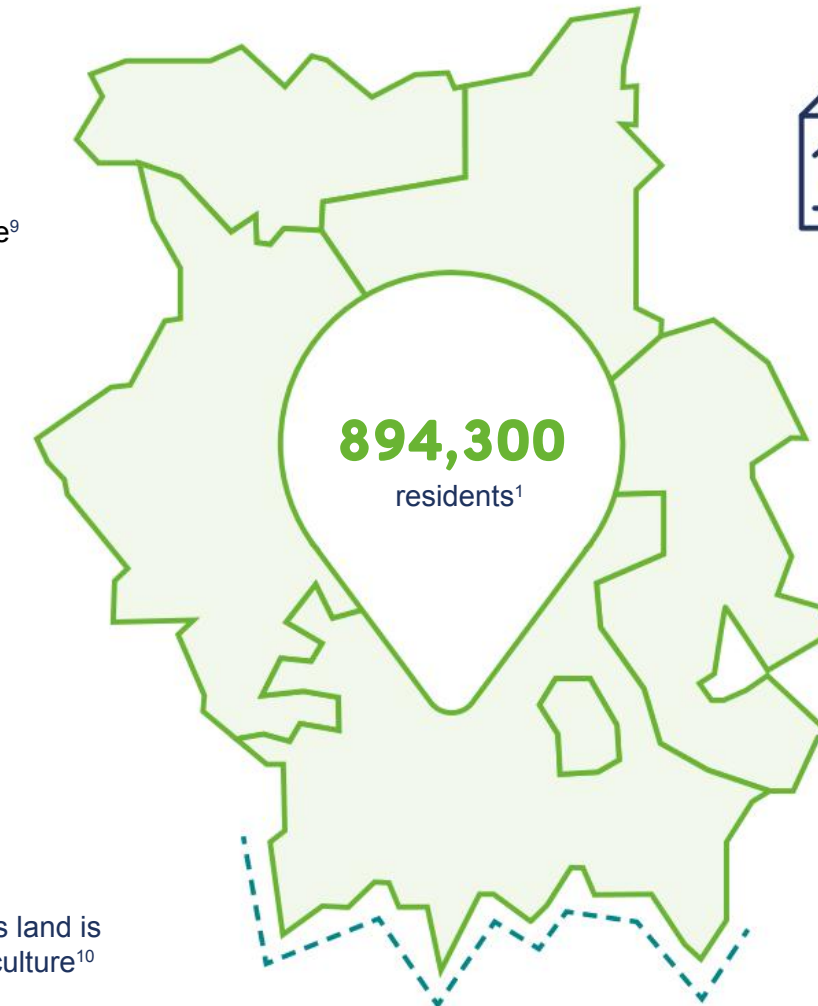
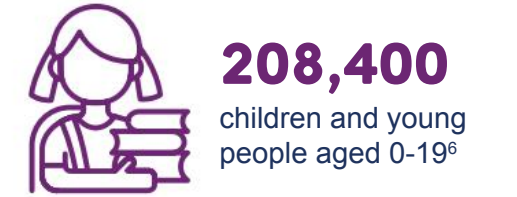
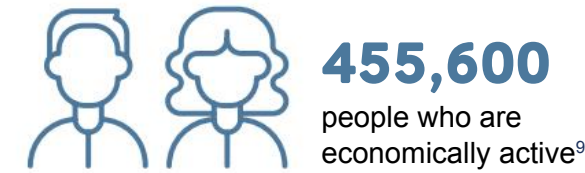


This map is for illustrative purposes only

Connectivity map

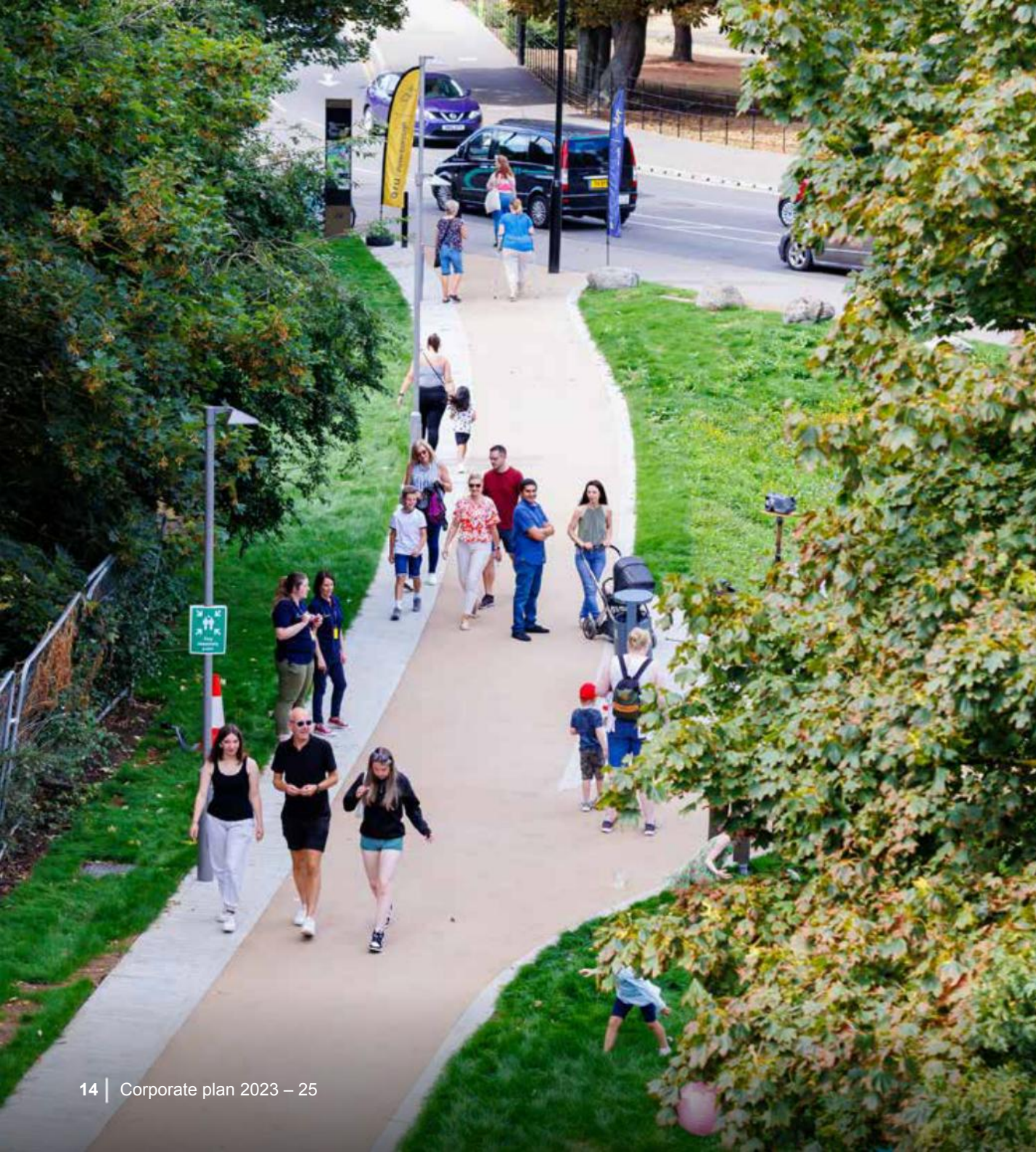


## OUR REGION IN NUMBERS



<sup>1&6</sup>(source: Cambridgeshire & Peterborough Insight Data Explorer data for 2021) <sup>2</sup>(source: Cambridgeshire & Peterborough Insight Census 2021 topic summary: housing) <sup>3</sup>(source: Cambridge Cluster Insights data for 2021/22) <sup>4</sup>(source: nomis official census and labour market statistics data for 2021) <sup>5</sup>(source: Department for Levelling Up, Housing & Communities Land use statistics 2022) <sup>7</sup>(source: GOV.UK Local Authority Data Explorer data for 2021) <sup>8</sup>(source: Office for National Statistics Regional gross value added (balanced) by industry: local authorities by ITL1 region data for 2021) <sup>9</sup>(source: nomis Labour Market Profile data for 2021) <sup>10</sup>(source: Department for Environment, Food & Rural Affairs Structure of the agricultural industry in England and the UK 2021)





## OUR VISION

### Mayoral Ambition

To have a healthier and more prosperous Combined Authority region.

### Strategic Vision

A prosperous and sustainable Cambridgeshire and Peterborough. Driven by our values and using our collective voice and strengths, we seek inclusive good growth for an equitable, resilient, healthier, and connected region.

Driven by our values and using our collective voice and strengths, we seek inclusive good growth for an equitable, resilient, healthier, and connected region.

## OUR PRIORITIES

We are achieving our vision by concentrating our efforts around strategic objectives and Mayoral pledges.

### Our Strategic Objectives



Achieving good growth



Ambitious skills and employment opportunities



Enabling resilient communities



Improving connectivity



Achieving Best Value and High Performance

### Our Mayoral Pledges

Promote, protect, and grow our unique Fens

A locally determined, innovative and public transport system that is fit for the future

Working with Integrated Care System to support the delivery of better health outcomes and address health inequalities in the region

Creating a strong sense of place and cultural identity for our region





## OUR PARTNERSHIPS

Partnership working is at the heart of what we do. We will ensure this continues by:

- Building relationships based on honesty and trust.
- Early and meaningful engagement and effective collaboration with partners to identify and understand local needs and in decisions that affect the planning and delivery of services.
- Providing effective leadership of place through constructive relationships with external stakeholders ensuring there is a clear long-term shared vision for our region.
- Evidencing joint planning, funding, investment and use of resources to demonstrate effective service delivery and being transparent and subject to rigorous oversight.
- Driving inclusive growth and social and environmental value through our project development and delivery.
- Having a recognised culture and behaviours that recognise the value of working with local partners to achieve more efficient and effective policy development, local economic growth and investment, better services and customer-focused outcomes.
- Involving partners in developing indicators and targets and monitoring, managing and challenging performance.
- Continuous learning and improvement.



## PURPOSE OF THE CORPORATE STRATEGY

This Corporate Strategy is the Combined Authority's plan for the communities which make up the Cambridgeshire and Peterborough region.

It is a plan for our residents, partners, investors, funders, board and committee members and staff. It sets out why we're here, what we're doing, how we work and how we use our funding.

The Corporate Strategy provides a refreshed vision and clear direction of travel for the Combined Authority focused on our four strategic objectives and clearly defined goals.

Throughout the Corporate Strategy, we set out how we will continue to work with partners to achieve our goals and deliver for the residents, businesses and communities of Cambridgeshire and Peterborough. This is our blueprint for delivery and reflects what our residents and business leaders have told us is important to them.

To current and potential partners, this strategy demonstrates how by working together we can achieve greater impact and how their projects and programmes can help us achieve our priorities.

To Government, and other funders, the strategy outlines our ambitions plans and how we will continue to be one of the few net contributors to the Treasury in the UK. We will continue to give Central Government confidence in Team Cambridgeshire and Peterborough.

The strategy also highlights how we are accountable for how we spend our funding, demonstrating our commitment to be a high performing organisation, achieving what we set out to deliver with best value at our core.

For our Board and Committee Members, the strategy provides the framework they need to hold the organisation to account while ensuring that our strategies, plans, projects and programmes contribute align with our adopted strategic objectives.

The Corporate Strategy ensures our staff understand the golden thread, the vital link that

connects our vision and corporate priorities with thematic strategies, directorate business plans and their individual objectives. For future staff the strategy highlights what makes the Combined Authority such a great place to work.

All our strategies and plans flow from this Corporate Strategy, contributing to the same priorities. Key strategies and plans linked to this strategy include our Local Transport and Connectivity Plan, Economic Growth Strategy, Climate Action Plan and Employment and Skills Strategy.



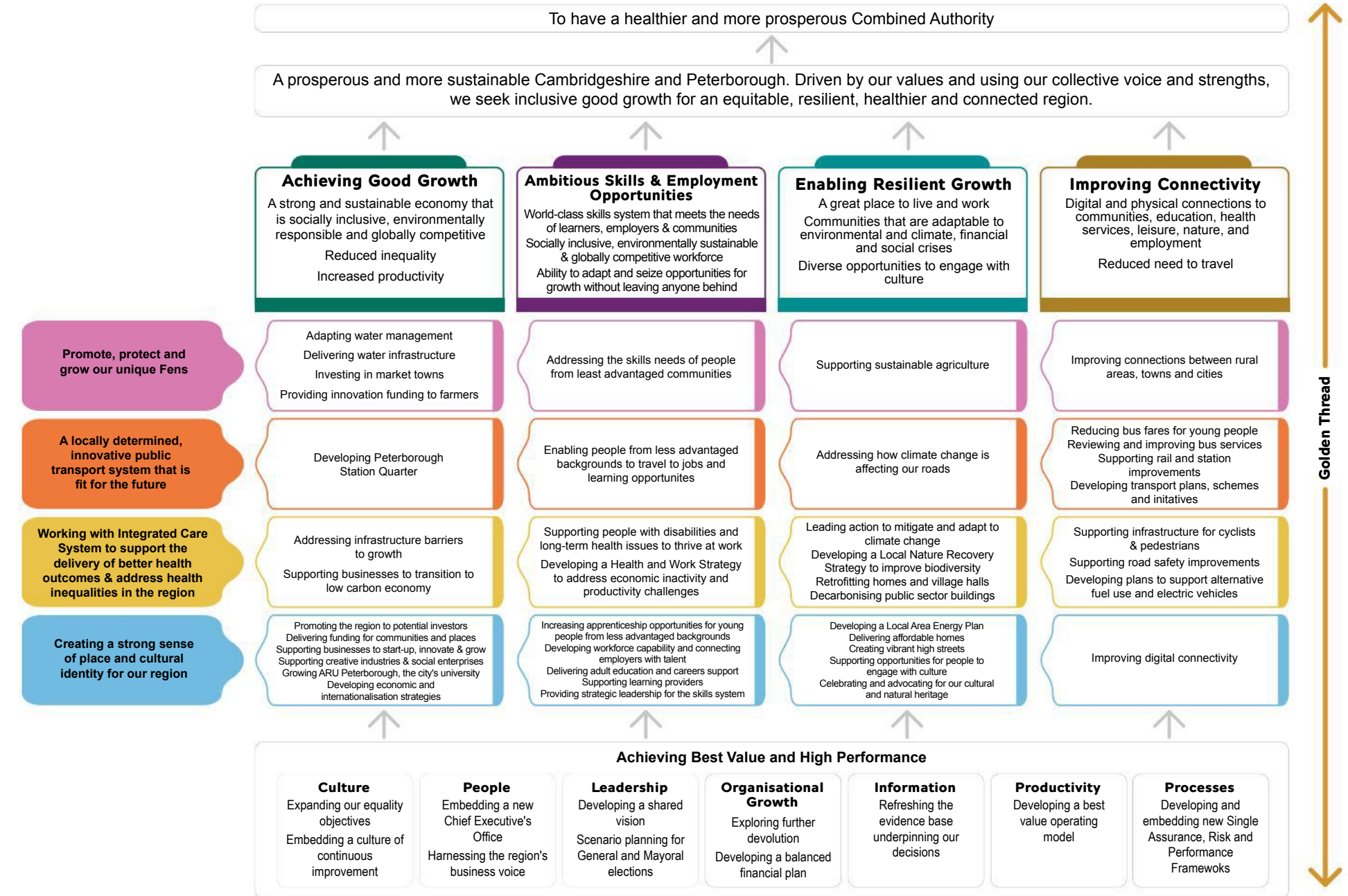


# 03

## WHAT WE'RE DOING



### Corporate Strategy Map 2023-25





## ACHIEVING GOOD GROWTH

Reducing inequality between and within Greater Cambridge, The Fens, Greater Peterborough and Huntingdonshire, whilst increasing productivity and delivering our goal of growing gross value added to over £40bn by 2040.

Securing a strong and sustainable economy for Cambridgeshire and Peterborough that is socially inclusive, environmentally responsible, and globally competitive.



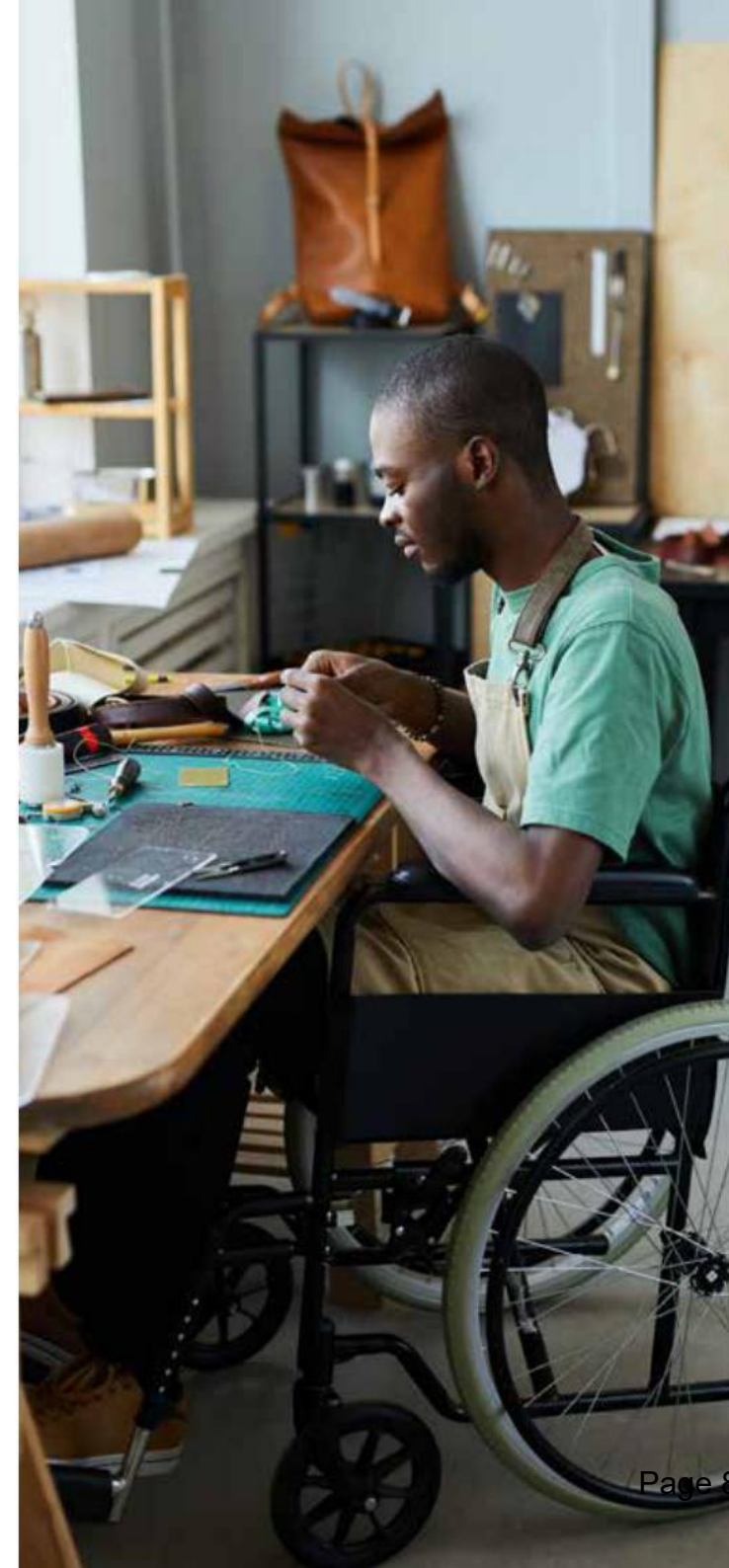
## What we're doing in 2023-25

- Recognising our position as an economic powerhouse, refresh our economic strategies and plans for priority sectors and prepare for deeper devolution and pitches to the next Government.
- Developing our internationalisation strategy and making the case for investment in the region including at the UK Real Estate Investment and Infrastructure Forum (UKREIIF).
- Delivering funding to reduce inequalities for businesses, people and skills, communities and places, including investing in market towns, rural communities and social enterprises and improve relative performance of the regions economy.
- Providing funding to support businesses to transition to a low carbon economy, develop clean technology and support community wealth building.
- Expanding business support for enterprises to grow or start up.
- Developing an innovation plan for high-knowledge sectors (Agri-tech, Life sciences, Advanced Manufacturing, Digital, and Creative).
- Investing in a new regional hub for the Creative Industries.
- Providing innovation and R&D grants to businesses and farmers through a new Agri-Tech/Food Launchpad in partnership with Innovate UK.
- Working with partners to deliver the Future Fens Integrated Adaptation initiative and exploring the designation of the Fens as a special area.
- Enabling delivery of phases 2 and 3 of ARU Peterborough, the city's new university and development of a Peterborough Station Quarter.
- Promoting development and inward investment opportunities for existing enterprise zones and associated commercial space.
- Pressing for action to unlock good growth. For example, by addressing the region's laboratory space challenge.
- Developing an Infrastructure Delivery Framework and large-scale investment fund to address infrastructure barriers to inclusive growth, with associated capital projects ready for investment.
- Campaigning for important infrastructure that will support sustainable housing and inclusive growth, including tackling pressing water-related challenges and opportunities, and accelerating the delivery of water infrastructure programmes in the Fens.



## What we've achieved so far

- Secured £150m Local Growth Fund and £41m other additional key funding streams, drawn down from Government thanks to successful negotiation and bidding. Which has leveraged £361m as match funding.
- Delivered over 15,000 new jobs to date, with 5,000 of them created during 2023 as a result of the implementation of the current economic strategy and through strong collaboration with partners.
- Engaged nearly 3,000 businesses through Growth Works diagnostic, of which 840 went on to deeper Growth Coaching support to grow their business and 278 received a grant to support improvements.
- Supported 36 companies from outside the region to set up and invest in the region.
- Created 13 acres of new commercial space for businesses, equivalent to approximately 24 football pitches or 43 basketball courts.
- Invested in 30 projects across the 11 Market Towns in Cambridgeshire.
- Delivered ARU Peterborough, a new university for the city, on time and on budget, ready for students to start the academic year 2022/23. Construction of the second phase Research and Innovation Centre has been completed and a second teaching building is also well on the way to completion.
- Launched a funding programme for agri-tech, agri-biotech and food-tech innovation in partnership with the New Anglia Local Enterprise Partnership, Greater Lincs Local Enterprise Partnership and Innovate UK.
- Established a deep insight and understanding of the dynamics and functioning economic areas across the Cambridgeshire and Peterborough economy.



## Case Studies

### Aerotron Composites

Aerotron Composites operates in the aerospace and defence markets. They received a £1.4m Local Growth Fund (LGF) grant from the Combined Authority Business Board in 2021 to support the relocation of their plant to Chatteris in Fenland and the regeneration of their new site between 2021 and 2023. The company had been considering relocating for strategic business reasons for some time and the LGF accelerated this move which otherwise would have been further delayed due to the pandemic and sudden rise in the cost of resources.

In their previous location, retaining trained employees was a critical challenge due to increasing competition over employees from large manufacturing competitors. The move, supported by the grant has enabled the company to recruit and retain employees without intense competition. They have also been able to advance technically through the addition of a new plant and equipment. The company has created 129 jobs and 6 apprenticeships in the region to date since the move and has supported the establishment of a training centre close to the site.

“Moving to Chatteris has helped us create a technically advanced company with the potential to attract people who didn't have similar jobs in this area. We are the only company in the area that does this sort of work...LGF fund solidified where we were going to move and increased our ability to hire people to accelerate our plans.”







## Quibim

With support from Growth Works, leading Spanish-owned life sciences company Quibim chose Cambridge for its first international expansion. Working closely with the NHS, the global leader in medical imaging set up a new operation in the Bradfield Centre in Cambridge Science Park. Growth Works was a business growth service funded by the CA and other partners, and one of its programmes helped global life sciences companies grow in new markets.

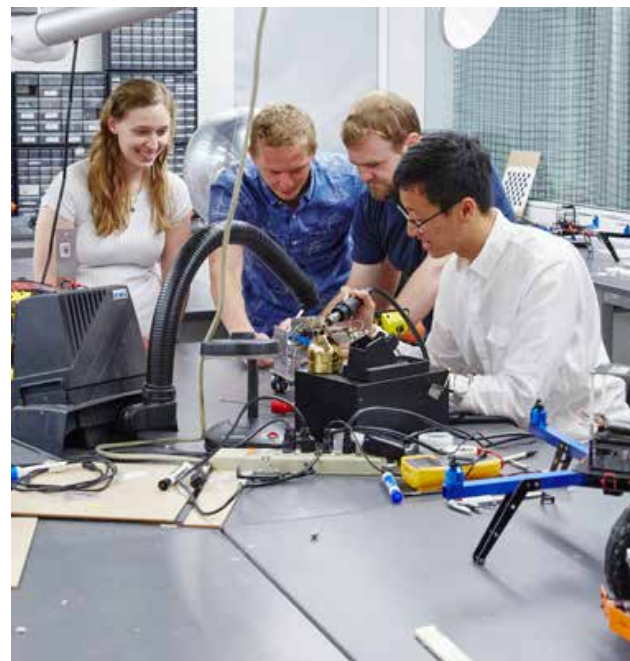
Working with the CA's inward investment brand Locate Cambridge and Eastern Academic Health Science Network, which is funded by the NHS and the Government, applicants were pitched to a panel of experts who would help them accelerate their growth in the region. Quibim decided to locate to Cambridge rather than other parts of the UK so it would have access to skills, capital, and innovation partners.

## ARU Peterborough

For 40 years Peterborough desired a new university to tackle a 'cold spot' for higher education which had held back economic growth and opportunity in the city. An innovative, powerful, and enduring partnership of Cambridgeshire and Peterborough Combined Authority (CPCA), Peterborough City Council and Anglia Ruskin University (ARU) has created and established ARU Peterborough as a new employment-focused university for the city, making ambition a reality. The university is addressing the city's higher education and skills deficit; it is employer and business facing with businesses shaping the development of the university's curriculum and it is a catalyst for economic growth and the regeneration of Peterborough and the wider area.

As such, it is an exemplar of the three key pillars of economic regeneration; Place, Business and People. It has gained widespread support, securing £80m in funding and winning multiple awards, with tangible benefits for learners, the economy and the local community. ARU Peterborough has consistently delivered on time and on budget since opening in September 2022 for the 2022/23 academic year, testament to a partnership of equals built on transparency and trust.

It is an employment-focused university, meeting a clearly identified need for more skills in the local economy, fostering innovative growth and blending academia, research and development and entrepreneurship. Peterborough is now positioned as a 'University City' and the new ARU Peterborough campus is delivering on its objectives to support regeneration and have a transformative effect on local people and the local economy. It is a prime example of levelling up in action.



## What success will look like

By April 2025, delivery of this plan will have:

- Achieve Gross Value Added (GVA) Growth of **£30,469M** by 2025.
- Created an additional **9,000 jobs** from existing funding programmes.
- UK Shared Prosperity Fund (UKSPF) and Rural England Prosperity Fund (REPF) totalling £13m will be deployed across a portfolio of projects spanning **community, business, people and skills**.
- First investments will be completed via the Business Growth Fund to businesses adopting **carbon reduction measures** or delivering **clean-tech** products to the market.
- First tranche of **community grants and loans** invested to generate community impacts.
- Sector champions embedded **delivering priority sector** recommendations.
- Trade and investment plan** adopted and being delivered.
- Propositions developed for **key capital projects** and investment opportunities across the region.
- Identified **infrastructure blockages** to sustainable growth at key sites across Cambridgeshire and Peterborough and the actions needed to address them.
- Innovation plan adopted** and first actions/recommendations being delivered.
- Decarbonisation advice and support** being delivered to businesses.
- Market Towns **phase 1 programme completed** and phase 2 delivering outputs including from new Social Enterprise Hubs.
- Created a **£26m Strategic Growth grant** funding scheme to grow businesses.
- Grown **work-ready talent pools** for all our key sectors which drive economic growth.



## AMBITIOUS SKILLS AND EMPLOYMENT OPPORTUNITIES

Developing and sustaining a world-class skills system which maximises the potential of our residents, employers, and communities. Delivering a socially inclusive, environmentally sustainable and globally competitive workforce, where everyone has the chance to realise their fullest potential. Ensuring the skills, tenacity, and resilience of our region enables us to adapt and seize opportunities for growth, without leaving anyone behind.



### What we're doing in 2023-25

- Providing strategic leadership to deliver against the Local Skills Improvement Plan priorities, ensuring the region's skills system is greater than the sum of its parts.
- Overseeing effective stewardship of devolved skills funding, including strategic commissioning, delivery and performance management of efficient and effective Adult Education provision, Skills Bootcamps, careers support services and Multiply.
- Identifying and developing strategic workforce capability and flexibility needed to support our high growth sectors and tackle under representation in Agri-Tech, Life Sciences, Advanced Manufacturing and Engineering, Creative, Digital, and A.I.
- Growing the skills needed to support good jobs in 'enabling' sectors such as transport, health, and social care.
- Developing joined up skills pipelines which connect employers with talent, support people 'into and between' jobs, targeting and encourage a culture and habit of career-long learning.
- Supporting a thriving ecosystem of learning providers to deliver world-class learning which meets the needs of learners, employers, and communities. In doing so, addressing Further Education 'cold spots', and supporting more sustainable business models for learning providers.
- Working with employers and learning providers to increase the number - and completion rates - of high-quality apprenticeships offered to our young people, especially those from under-represented groups.
- Identifying and addressing the skills needs of those from the region's least advantaged communities.
- Further developing the Combined Authority's All-Age Careers Hub, in support of increased career choices and life-long learning.
- Developing a Health and Work Strategy to address economic inactivity and productivity; working with employers to support those with disabilities and long-term health issues to thrive at work.
- Supporting the delivery of transport plans which connect those from less advantaged backgrounds with the region's jobs and learning opportunities.





## Case Studies

### What we've achieved so far

- The Combined Authority's devolved Adult Education budget now reaches over 10,000 learners per year and we have utilised greater flexibility to provide innovative learning opportunities – for example:
  - » We have used our devolved funding flexibility to fully fund learners who take their first Level 2 (equivalent to GCSE) and Level 3 (equivalent to A Level) qualifications.
  - » Driven by refugee re-settlement programmes such as Homes for Ukraine, we have secured a national 'best-practice' reputation for fully funded ESOL training (English for Speakers of Other Languages).
  - » The Care Leavers' Bursary and extended support for care leavers progressing into further education has been welcomed by social care and education partners, providing financial support with meals whilst at college, travel, and independent living skills etc. One hundred young people leaving the care system have already benefited from the bursary.
- In an area previously lacking higher education provision, the Combined Authority formed an innovative, and enduring partnership with Peterborough City Council and Anglia Ruskin University (ARU) to create and establish the award-winning ARU Peterborough; a ground-breaking, employment-focused University for the city.
- Our All-Age Careers Service has supported schools and colleges to improve their careers guidance, achieving a 23% increase against the Gatsby Benchmark 1 which measures an organisation's overall performance in providing an excellent careers service to its learners.



### English for Speakers of Other Languages (ESOL)

We are the only Combined Authority in the country to use some of our devolved skills funding to fully support ESOL training. Studying ESOL can help individuals settle into life in the UK, find employment and improve communication with doctors, teachers, and others. In 22/23 we doubled the number of learner enrolments, particularly focused on Ukrainians settling in South Cambridgeshire and delivering trauma informed ESOL practice.

Our approach has been included by the Bell Foundation in a research report commissioned by the Association of Colleges on best practice approaches to ESOL in devolved areas. We also continued to draw on additional government funding to support BN(O) status holders from Hong Kong.

### Building Further Education Infrastructure

In November 2023, Her Royal Highness, The Princess Royal, officially opened the North Cambridgeshire Training Centre (NCTC) in Chatteris. The Centre, funded by £3.16m in Local Growth Funds from the Combined Authority's Business Board, is run by the Eastern Education Group and was set up to support people of all ages to gain new skills to bolster their career prospects and contribute to the region.

The land where the NCTC is situated is owned by Stainless Metalcraft who were instrumental in the creation of the vision. The state-of-the-art centre specialises in providing apprenticeships, professional development and commercial courses in engineering and advanced manufacturing and also delivers management, digital technologies, business support and health and social sciences, which are in high demand from local employers.



## What success will look like

By 2025, delivery of this plan will have:

Created a **highly skilled and flexible workforce** which is the bedrock of the region's economic productivity and helps to address areas of multiple deprivation and disadvantage.

Working towards **increasing % of Fenland residents aged 16+** with Level 4 and above qualifications from **19%** (2021 Census) to **24%** by 2028/2029.

Working towards **increasing % of Fenland and Peterborough residents** with no qualifications to **23%** and **20%** respectively (2021 Census = 26% and 22%) by 2028/2029.

Working towards **increasing participation in Further Education and Skills** (measured per 100,000 population) by **10%** - from 3,929 in 22/23 to 4,321 per 100,000 by 2028/2029.

Connected employers to **home-grown regional talent pools** which meet strategic workforce needs and address under-representation.

Increased **labour market participation**, particularly amongst young people with mental health and post-Covid confidence issues and those with disabilities and long-term health conditions.

**Achieve a 25% increase in the number of high-quality apprenticeships** available across our region by 2026, further increasing to the ambitious target of 9,500 by 2029. In total doubling the number of apprenticeships between 2022/2023 and 2028/ 2029.

**Increased the number** of people from less advantaged backgrounds who undertake high quality and degree level apprenticeships.

**Enabled a more sustainable business model** for learning providers focused on a strategic commissioning framework which supports longer-term funding and increased economies of scale.

**Prepared for future skills devolution** through the development of skills and employment propositions, asks and offers in line with the Autumn 2023 Devolution Framework.

**Lead Member for Skills:** Cllr Lucy Nethsingha, Deputy Mayor

**Committee Oversight:** Skills and Employment Committee







## ENABLING RESILIENT COMMUNITIES

Providing the infrastructure and support to enable communities across the region to be adaptable to environmental and climate, financial and social crises.

Extending diverse opportunities to engage with culture. Making Cambridgeshire and Peterborough a great place to live and work.



### What we're doing in 2023-25

- Supporting sustainable agriculture in the Fens and elsewhere.
- Supporting Fenland Soil, which brings together local farmers and academics to address the sustainable farming and climate impacts of peat soil.
- Piloting work to address how climate change is impacting the condition of the region's roads in the Fens and other affected areas.
- Leading delivery of the strategic actions in the Cambridgeshire and Peterborough Climate Action Plan 2022-2025, to mitigate and adapt to the impacts of climate change.
- Developing a Local Nature Recovery Strategy to improve biodiversity as part of our Doubling Nature Vision.
- Developing a Local Area Energy Plan for Cambridgeshire to support power and water sufficiency, improve the resilience of infrastructure and address road safety.
- Delivering affordable homes to support inclusive growth.
- Retrofitting homes, care homes and village halls to address health inequalities and reduce carbon emissions.
- Supporting businesses with the transition to a low carbon economy and net-zero agenda.
- Hosting the Greater South East Net Zero Hub and supporting the delivery of the Local Net Zero Programme 2022-2025, including public sector estate decarbonisation, strategic projects, toolkit development, community projects and knowledge sharing.
- Working with partners on an approach to culture to support place making, opportunities to engage in culture and reduce inequality.
- Celebrating and advocating for the region's rich cultural, built, and natural heritage.
- Improving the visitor economy and creating vibrant high streets to enable inclusive growth.





## What we've achieved so far

- Built 820 new homes including through the affordable housing programme.
- Retrofitted over 3,500 homes across the South-East of England.
- Supported £35m of successful Public Sector Decarbonisation Scheme projects, £25m of which involved undertaking direct studies for stakeholders.
- Launched a £4m fund for Local Energy Advice Demonstrator projects, to support households with one-to-one advice on energy efficiency home improvements.
- Co-hosted a groundbreaking regional Climate Summit, 'Sustainable Solutions – Uniting for a Greener Future,' with Cambridgeshire and Peterborough Climate Partnership. Attended by approximately 100 politicians, thought leaders and business representatives, the event proved to be a pivotal moment for fostering collective understanding and commitment toward a more sustainable future.



## Case Studies

### Alconbury Weald

In 2022, 22 affordable new homes were completed in Alconbury Weald, Huntingdonshire for first time buyers who have now all moved into their new homes. They were made available thanks to Rentplus – an innovative, affordable rent to buy scheme. The homes are part of the celebrated Urban and Civic site which received funding from the Combined Authority, and they include eight one-bed flats, eleven two-bed flats and three coach houses. With the average house price for first time buyers in Huntingdonshire over £261,000, many working families on lower incomes are locked out of home ownership.

The majority cannot save a deposit, even though they could afford the monthly mortgage repayments. The 22 families, who are mainly essential workers from the emergency services or armed forces, have been able to move in without an upfront deposit. Each family has previously lived in or has connections to the area. and they will rent their home paying an affordable rent for between five and 20 years whilst they save and build a strong credit rating. When ready to buy, Rentplus gifts them 10% to put towards their savings for the deposit.

### Great Shelford

A community-led housing initiative at More's Meadow in Great Shelford was completed in January 2023, providing affordable homes to rent for local people. The site includes 21 homes at 50% of market rent, which is even lower than normal affordable rents. The scheme received grant support from the Combined Authority's affordable housing programme and is a welcome completion of one of the earlier approved Community Land Trust (CLT) schemes.

The homes are a mixture of one, two and three-bed homes with gardens. They bring the total number of almshouses owned and managed by the Parochial Charities, a member of The Almshouse Association, to 53. Designed for sustainability, they achieve high standards of energy efficiency, keeping residents' running costs low. Air source heat pumps and mechanically ventilated heat recovery systems minimise energy losses whilst providing good ventilation.

### River level sensors

A community resilience trial has started to detect river level rises in vulnerable flood spots across Huntingdonshire. Low-cost sensors will notify council officers and community flood groups if water levels rise, allowing for more efficient flood management.





## What success will look like

By April 2025, delivery of this plan will have:

Completed **1,450 plus new affordable homes** under our Affordable Housing and Loans Programme.

**Reduced total annual net CO<sub>2</sub> emissions** to under 5000 ktCO<sub>2</sub>.

Strengthen communities by using our **UK Shared Prosperity Fund (UKSPF)** allocation to restore a sense of community, local pride and belonging

Reduced the number of households in **fuel poverty**.

**Increased the proportion of land** classed as nature rich.

**Lead Member for Communities and Environment:** Cllr Bridget Smith  
**Committee Oversight:** Environment and Sustainable Communities Committee

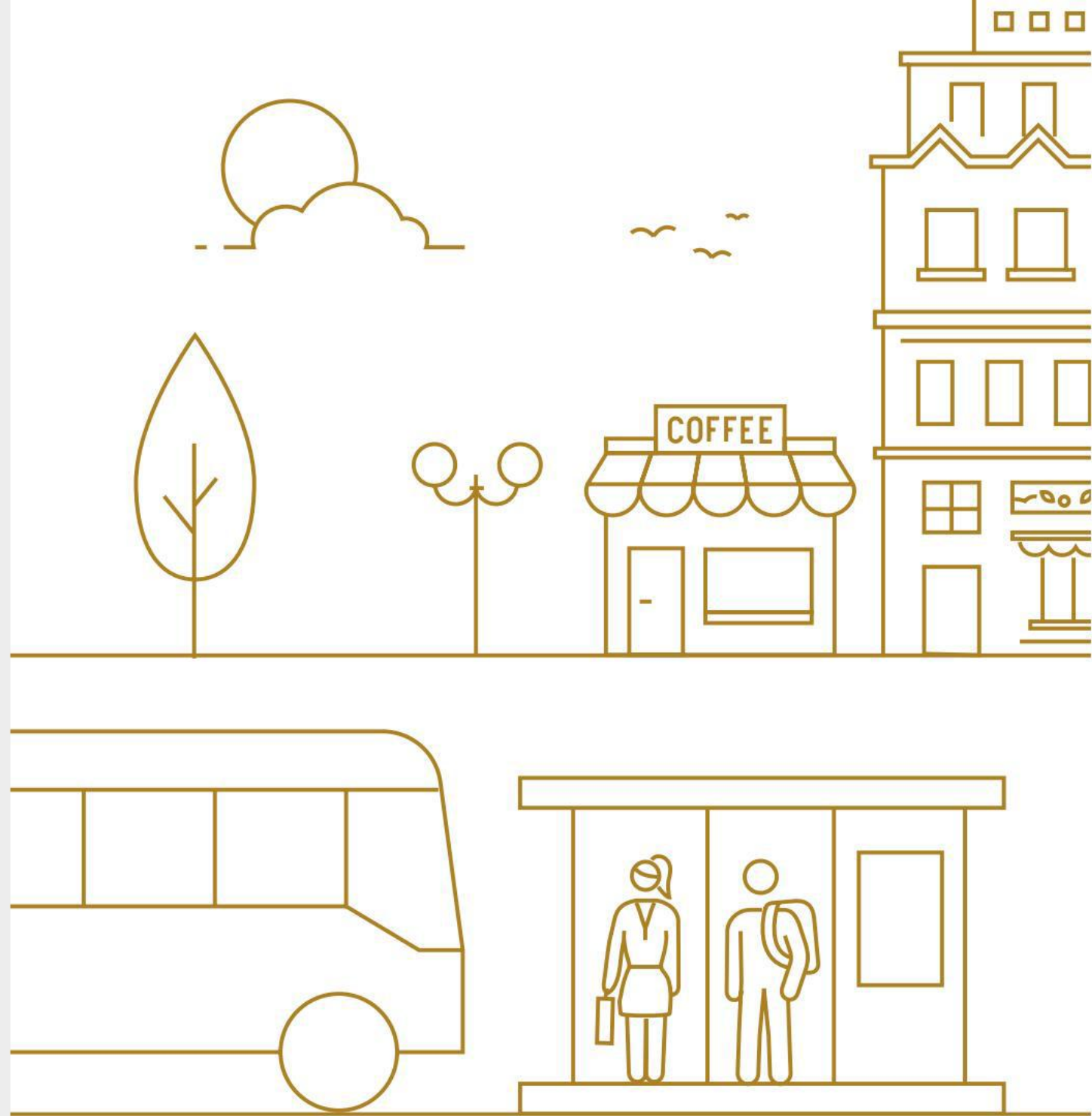






## IMPROVING CONNECTIVITY

Creating digital and physical connections to communities, education, health services, leisure, nature and employment. Reducing the need for travel with more services located within communities.



### What we're doing in 2023-25

- Reducing isolation in the Fens and other rural areas by improving connectivity between our rural areas, towns, and cities.
- Delivering transport-related strategic plans, policies and supporting documents.
- Maintaining and improving the current network and developing plans to improve it in the future, in our role as Passenger Transport Authority.
- Developing and delivering the region's key strategic and key local transport/ connectivity schemes and initiatives, including bidding for additional funding.
- Working towards a joined-up, net zero carbon transport system, which is high quality, reliable, convenient, affordable, safe, and accessible to everyone.
- Developing and implementing strategies for Alternative Fuel and Local Electric Vehicles and improving infrastructure for public and private transport.
- Reviewing the bus and passenger transport network and delivering bus reform, including the case for bus franchising.
- Supporting rail and station improvements, campaigning for better rail infrastructure and developing cases for investment, such as a new rail station in Alconbury.
- Supporting active travel infrastructure to promote and deliver health and environmental benefits.
- Supporting road safety interventions.
- Campaigning for initiatives which support young people, care leavers and those on universal credit including reduced bus fares for young people.
- Leading delivery of the region's Digital Connectivity Infrastructure and Digital Strategies.





## What we've achieved so far

- One of the first transport authorities to approve a new Local Transport and Connectivity Plan and related strategies.
- Over 99% of the area has access to broadband internet with 70% of the region having access to gigabit broadband internet.
- Completed the Ralph Butcher Causeway at King's Dyke in partnership with Cambridgeshire County Council, removing a major transport bottleneck at Whittlesey and stimulating investment opportunities.
- Subsidised 70 of the 110 bus services within the Combined Authority region to keep people connected to work, education, leisure, and essential services.
- Delivered a new railway station at Soham, to reconnect the town to the rail network, supporting local investment and sustainable transport choices.
- Allocated £3m and secured Zebra 1 funding from Government to fund 30 zero emission electric double decker buses in Cambridge.
- Successfully competed for a wave of funding from central Government.
- Over 800,000 short car journeys estimated to have been replaced by E-scooters and e-bikes in the region since September 2020.
- E-scooters and e-bikes contributed to a reduction in CO<sub>2</sub> emissions of 186 Tonnes.
- Successfully secured Local Electric Vehicle Infrastructure Funding (LEVI) for our EV plans.
- Successfully campaigned with partners for Government to support the next phase of Ely Area Capacity Enhancements (EACE), including holding a Rail Summit for over 90 high-profile delegates from across the UK to press the business and connectivity need. EACE along with a transport package including, A10 and A1139 improvements announced as part of the Network North Package.



## Case Studies

### Soham Station

Soham Station opened in December 2021, connecting the community of Soham to the rail network. This scheme has made rail travel easy for people in Soham and the nearby villages; encouraging growth, housing, and jobs in the area; and linking Soham to nearby communities.



### Demand Responsive Transport

Ting (the new on-demand bus service) was launched as a trial in October 2021 to support rural communities across the western part of Huntingdonshire. This innovative demand-responsive transport scheme uses four vehicles to maintain an anywhere-to-anywhere bus link in real time across 360 sq.km of west Huntingdonshire.

The three conventional bus services in this area (each running 1–4 round trips daily) are to be merged into the Ting service by registering significant turn-up-and-go flows as part of the DRT offering to create better journey aggregation and reduce expenditure. This service directly supports our Bus Strategy's vision, giving access for everyone to quick and easy travel.

As part of its tender renewal after 12 months of trial operation, two of the vehicles to be used will be new electric minibuses. Plans are being prepared for further DRT trials elsewhere in the region.

### Voi Scooters

Over 800,000 car journeys have been taken off Cambridge's roads thanks to the availability of shared e-scooters and e-bikes.

Since the e-scooter and e-bike trial was launched in September 2020, public hire of the active travel vehicles has become an important addition to transport in Cambridge, with over 160,000 people now signed up to Voi, using them to commute to work and education, with 2.8 million trips taken.

Collaborating with Voi on this trial gives the residents of Cambridge a much greener way to travel clocking up over 4 million miles and reducing CO<sub>2</sub> emissions in the city by 455 Tonnes CO<sub>2</sub>e and air pollution by 88 kg. Since its initial launch the trial has been extended to Impington, Histon, Girton and Milton allowing more people to benefit from the scheme.





### CambWifi

Free public access CambWifi has been extended to Peterborough city centre to support businesses, keep residents connected and allow shoppers and visitors to make the most of café culture. It is also available in Whittlesey, March and Ramsey town centres, in partnership with Fenland and Huntingdonshire District Councils.

Free public access CambWifi is provided to over 200 public buildings and open spaces across Cambridgeshire and Peterborough. The network is being further extended to market towns and village halls in rural areas to improve digital connectivity.

CambWifi is provided by Cambridgeshire County Council through the Connecting Cambridgeshire programme, with support from our Constituent Councils and additional funding from Cambridgeshire and Peterborough Combined Authority to help keep businesses and communities connected.

This secure network is free and simple to join, allowing people to work flexibly, access public services, shop and pay bills online, and keep in touch with family and friends.

### Active travel

Olympic gold medallist turned England’s Active Travel Commissioner, Chris Boardman, has praised the work the Combined Authority is doing to improve life on the road for anyone choosing to leave their car at home.

The cycling legend joined Mayor Dr Nik Johnson for a walking, e-biking, and public transport tour in and around Cambridge, the city he places at the heart of cycling in Britain and says is leading the country in active travel. He supported our ambition to tackle barriers to active travel outside cities and in our market towns and villages.

### What success will look like

By April 2025, delivery of this plan will have:

Provided **85% of the region** with access to gigabit broadband internet.

Got us closer to our **‘Vision Zero’** goal of preventing all road deaths across Cambridgeshire and Peterborough.

Reduced the total number of **car miles** driven in the region.

Increased the proportion of journeys taken by **public transport** (including buses and trains), cycling and walking.

**Lead Member for Transport and Infrastructure:**  
Cllr Anna Smith, Deputy Mayor  
**Committee Oversight:** Transport and Infrastructure Committee







## ACHIEVING BEST VALUE AND HIGH PERFORMANCE

Fulfilling our duty of Best Value, by making arrangements to secure continuous improvement in the way in which our functions are exercised, having regard to a combination of economy, efficiency, and effectiveness. Addressing and embedding the key improvements set out in the External Auditor's letter and Best Value Notice and, in doing so, enabling the region to access funding and investment to support the delivery of our strategic objectives.



## What we're doing in 2023-25

- Developing a single narrative and shared vision that communicates the ambitions and aspirations of Cambridgeshire and Peterborough as a place.
- Exploring and articulating our readiness to effectively draw on the opportunities further devolution presents for our region, including the cases for fiscal and post-16 technical education devolution.
- Harnessing and strengthening the business voice of the region through the Business Board and its Advisory Panel to inform our activities and investment.
- Undertaking and disseminating a 'State of the Region' review of the evidence underpinning our strategies and plans.
- Developing an Equality, Diversity and Inclusion Strategy that frames our equality objectives and targets as we move towards best practice in our approach to Equality, Diversity and Inclusion.
- Developing a balanced Medium Term Financial Plan for 2024/25 and beyond that supports the delivery of the Combined Authority's strategies and priorities.
- Developing a new operating model that demonstrates Best Value in all our operations.
- Enhancing support to the Office of the Mayor through the embedding of a new Chief Executive's Office.
- Scenario planning for General and Mayoral elections.
- Embedding a culture of continuous improvement in the Programme Management Office to ensure that projects deliver on time and on budget.
- Developing procurement policy and processes that integrate social value and equality as a core requirement.
- Developing and implementing new Single Assurance, Risk Management and Performance Management Frameworks to support decision making and effective scrutiny.
- Delivering key skills training for our staff and partners, such as contract and project management.
- Developing our workforce strategy to support our organisational and employee ambitions.
- Embedding our values and behaviours to shape and develop our culture.
- We will ensure our communications and engagement activity is transparent and more than just broadcasting information. We will drive meaningful two way engagement with our residents and businesses to raise awareness of who we are and what we do.

## What we've achieved so far

- Embedded an improved governance structure, supported by the roll out of training and protocols and approved a new Constitution. The outcome is seen as good practice by the Local Government Association/Grant Thornton review into Combined Authority governance, Centre for Governance and Scrutiny, and the Combined Authority Governance Network (CAGN)M10 Assurance Group.
- Revised procurement code, strategy, policy, and procedures have been approved, supported by a new operating model, the onboarding of new staff, and procurement training support for the organisation.
- A new Single Assurance Framework, including a Risk Management Framework and Performance Management Framework, has been approved by our Board and Department for Levelling-Up, Housing and Communities. This new framework is supported by new software, processes, and reporting structures.
- Full review has been undertaken of all existing sub companies to ensure they remain relevant and fit for purpose and their activities streamlined where possible.
- Permanent appointments have been made to key leadership roles.
- Stronger and more collegiate partnership working has been established across public, private and third sectors supported by recommendations from an external communications, engagement, and public affairs review.
- Listened to our employees through a series of staff surveys and all staff conferences and acted upon this feedback.
- Introduced a suite of HR policies to support legal compliance and good governance as well as employee support and wellbeing.
- Implemented a new appraisal scheme to focus on effective performance and alignment to strategic objectives.
- Developed a set of behaviours that support our 'CIVIL' values.



### Single Assurance Framework

The Single Assurance Framework (SAF), now cleared by Government for implementation, was developed in engagement with the M10 Assurance Group to ensure that existing best practice could be built upon. The SAF has now been reported back to the M10 Assurance Group as the only current English Devolution Accountability Framework (EDAF) approved Assurance Framework at a Mayoral Combined Authority. This means M10 colleagues are engaging with us so they can enhance their own Assurance Frameworks.

### Improved scrutiny processes

Our new and improved approach to scrutiny has been recognised as best practice by a national centre of expertise on good governance and scrutiny, the Centre for Governance and Scrutiny. We have been featured by the Centre as a case study.



## What success will look like

By April 2025, delivery of this plan will have:

Ensured **we are ready to secure** further devolution with government, including the development of economic propositions, requests and offers and any opportunities that arise from the new Devolution Framework announced in the Autumn Statement 2023.

Ensured that **less than 5%** of our contracts require procurement waivers.

Ensured that **100%** of our projects are delivered on time.

Ensured we spend **100%** of our programme budget every year.

Identified **how to deliver** an efficiency target in 2025-26.

Ensured that projects are being developed with a clear **golden thread** between the Combined Authority's strategic objectives and the project desired benefits.

**Increased the quality** of business cases being produced.

Increased **accountability and scrutiny** around an internal system of control with clearer performance targets and metrics.

Increased the number of **intended benefits** being delivered.

Increased **organisational learning** through monitoring and evaluation measures.

Further embedded behaviours that support our **'CIVIL'** values.

**Reduced employee turnover** to achieve a stability index of 80%.

**Increase staff survey satisfaction score** – number of staff feeling valued by the Combined Authority – to a minimum of 70%.

**Lead Member for Governance:** Cllr Edna Murphy  
**Committee Oversight:** Combined Authority Board, Overview and Scrutiny Committee and Audit and Governance Committee





# 04

## HOW WE WORK



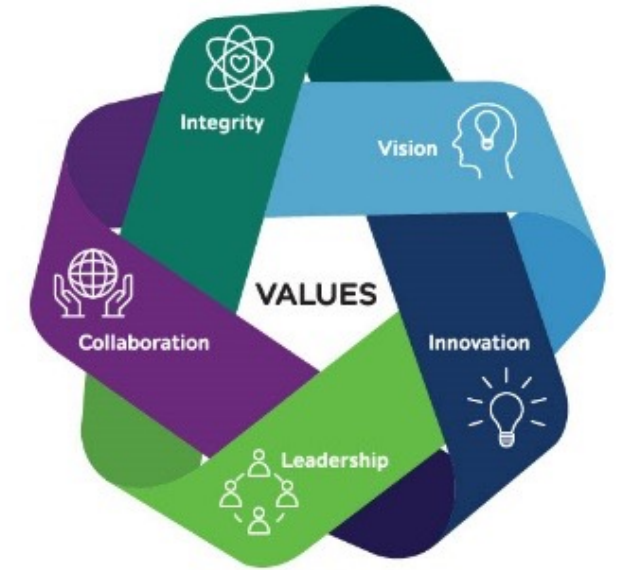
### OUR VALUES

Our values are at the very heart of everything that we do, driving our vision and supporting us all to achieve our priorities, working as one team.

Our five values of Collaboration, Integrity, Vision, Innovation and Leadership or 'CIVIL', as we know them, are the foundations upon which all our work is built. Delivering a culture of innovation and integrity requires positive collaboration, a visionary approach and strong leadership.

Underpinning our values is our behaviour framework which helps us all to understand the behaviours that are expected of us as well as showing us how we can expect to be treated. All employees are expected to model these behaviours, regardless of their role in the organisation.

It is our intention for our values and behaviours to act as our golden thread across our organisation. We will achieve this by continuing to embed them into our recruitment and HR processes and policies, including our appraisal system. We recognise and reward employees who demonstrate our values and behaviours and we celebrate individual, team and organisational successes.





## OUR PEOPLE

We are committed to supporting, encouraging, and developing our employees to enable them to reach their potential.

As an organisation, we are focussed on ensuring our employees have the right skills, capabilities, and attributes to deliver in their role. Through our training programmes, we look to support our managers to act as true leaders, capable of developing and managing high performing teams whilst also living and breathing our values.

Promoting an honest and transparent environment where feedback is welcomed and acted upon is key to our success. Our objective setting and appraisal process, LEAP (Learning, Excellence, Achievement, Performance), ensures that all employees have the opportunity for regular discussions on their performance, their objectives and their behaviours. This helps employees to understand how their work contributes to the overall corporate objectives and feel valued for their contribution.

We are committed to Equality, Diversity and Inclusion and attracting and retaining a talented, diverse, and inclusive workforce and will be developing our equality, diversity, and inclusion strategy. Working together is a fundamental part of our ethos and we recognise that it is our employees' individual skills and talents which enable us to work effectively as one.

We encourage employees to work together as one team, promoting our brand and supporting our strategic objectives. Employees are supported to work in a hybrid way which allows them flexibility to achieve their objectives in the most effective way but also champions collaborative and face to face working, where this is beneficial.



## OUR APPROACH TO EQUALITY, DIVERSITY, AND INCLUSION

In 2024/25 we will develop a new Equality, Diversity, and Inclusion Strategy. This will include the widening of our existing equality objectives to comprehensively articulate our recognition that diversity is powerful. We are seeking to learn from best practice and set specific and measurable equality objectives to ensure we can go beyond compliance towards becoming a trailblazer. Our widened equality objectives will consider our organisation's role as a public service provider, employer and influencer.

We will tackle exclusion across diverse demographics to ensure inclusive growth and equitable opportunity for the whole region. We will tailor strategies and investment to reduce inequalities, build skills and increase productivity.

Our existing equality objectives are expressed within our strategic objectives. While we show due regard to all protected characteristics, care leavers, age and socio-economic disadvantage feature prominently in this Corporate Strategy.

Care Leavers face significant barriers and often experience discrimination in many elements of their lives. We recognise Care Experience as if it were a protected characteristic and will proactively seek out and listen to Care Experienced people as we develop new policies based on their views.

We will protect against age discrimination in the provision of services and public functions. We are retrofitting care homes and village halls, enhancing digital resilience, developing lifelong learning, and improving connectivity to reduce the isolation suffered by younger and older people, particularly in our rural communities.

As an employer we will work towards a more representative workforce, promoting inclusivity and belonging across the organisation. The differences our people bring to the table - whether in terms of background, personal characteristics, experience, skills, or motivations - bolster our ability to serve our communities. By fostering an inclusive culture, we can lead by example to create an environment based on dignity, trust and respect. We are ensuring that those with protected characteristics do not experience discrimination, harassment, bullying or victimisation.

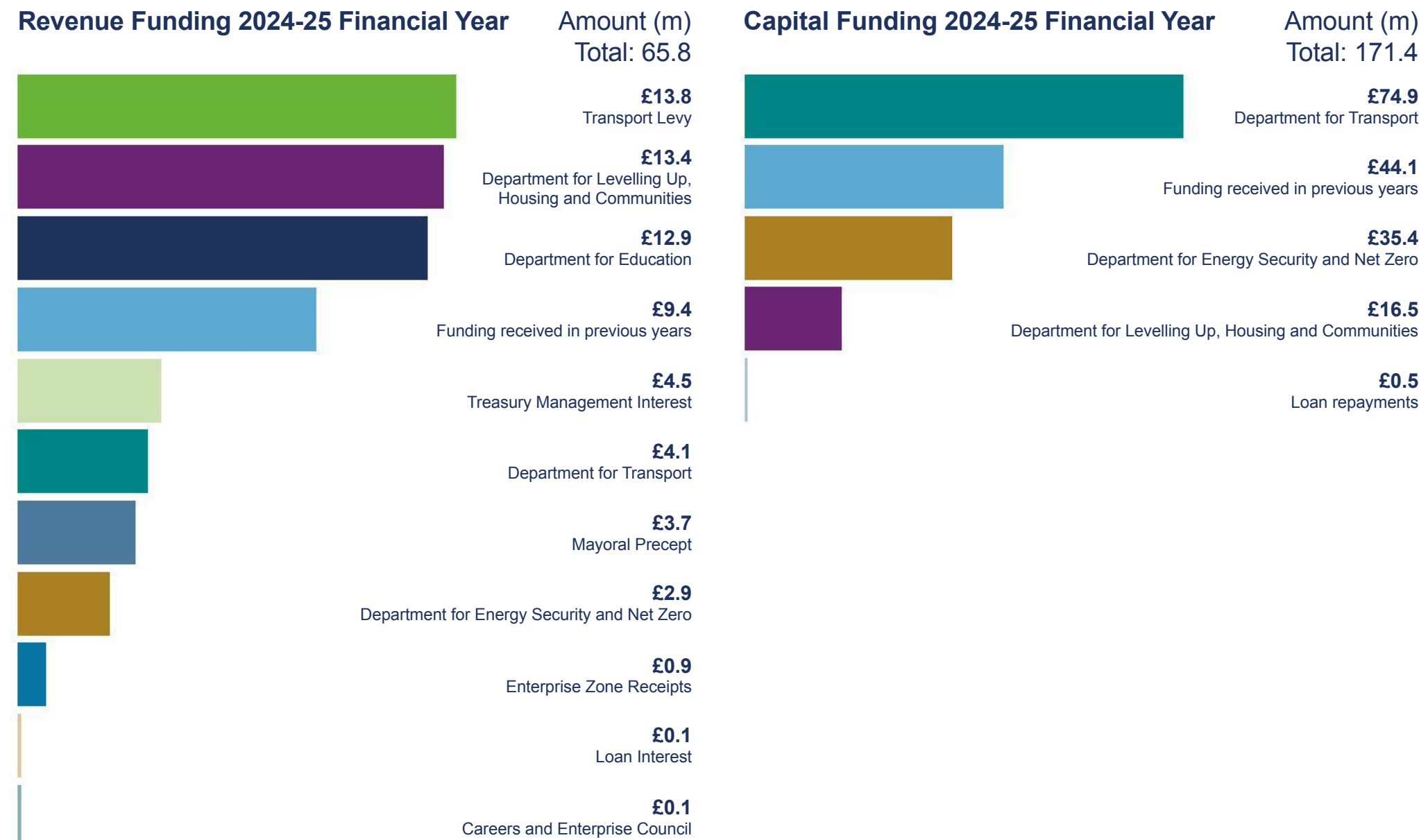


# 05

## HOW WE USE OUR FUNDING



### WHERE OUR MONEY COMES FROM





# HOW WE WILL SPEND OUR MONEY

We have broken our spend down by directorate.

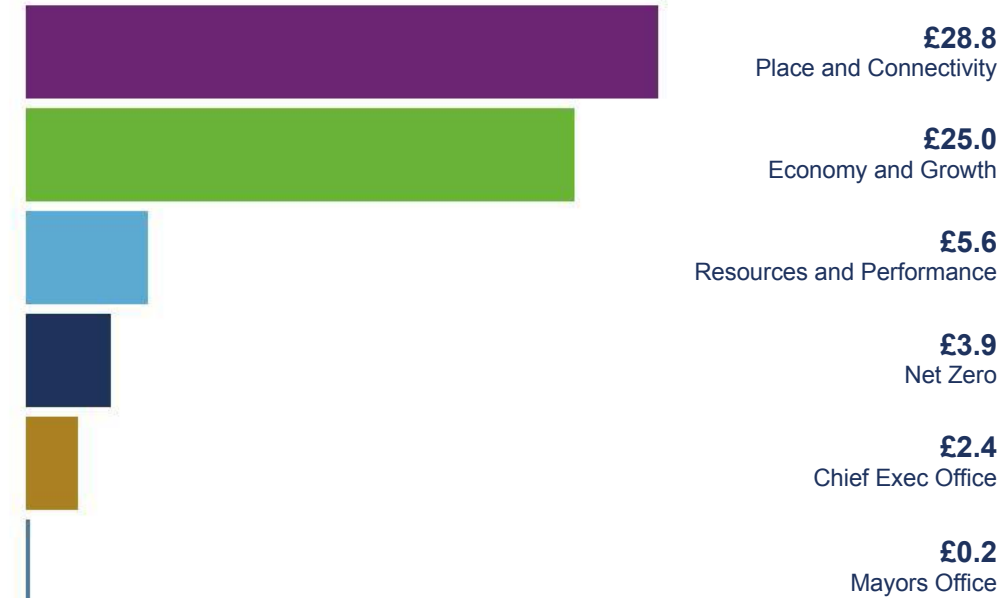
## Revenue Spending 2024-25 Financial Year

Amount (m)  
Total: 65.8



## Capital Spending 2024-25 Financial Year

Amount (m)  
Total: 171.4







## PROGRAMMES AND PROJECTS RECEIVING NEW FUNDING FROM US

Many capital and revenue projects are receiving new funding as part of the refresh of this strategy. This section describes these projects and the level of funding they will receive in 2023-25.

### CAPITAL PROJECTS

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

#### Strategic Growth Fund – £4.4m

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

#### Levelling Up – £2.5m

This fund is proposed to enable both local match funding for projects which will leverage significant external funding as well as the opportunity to expand the current market towns

programme into other large non-market town settlements in the area enabling the delivery of much-needed public realm improvements.

#### Cambridge Cultural Quarter – £0.5m

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

### Enabling Resilient Communities

#### Bus Stop Infrastructure – £0.5m

Many of the bus stops in the region have suffered from under-investment in the face of national cuts to maintenance budgets. This fund would enable additional upgrades where they are most needed both in urban centres and rural areas.

#### Funding for Active Travel schemes – £1.5m

The 2022-23 Medium-Term Financial Plan included £9m so that Constituent Councils could bring forward their priority active travel schemes. Since then, £4.7m has been allocated to deliver local schemes, with a

further £3m being used for the BP footbridge (in addition to the £3m additional funding in the proposal above). From discussion with constituent councils, it is clear there is a need for further funding so that the active travel network can continue to be strengthened to improve the health of the area's population and to reduce emissions. TWe propose to top-up the fund with an additional £4.5m and extend it to the end of the new MTFP period.

#### Road Safety Fund – £0.25m

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

#### Climate – £2.25m

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

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



### Improving Connectivity

#### A10 and A1139 Business Case development – each £1.5m

As part of the announcement of Network North, the Government has committed to funding the delivery of the upgrades of the A10 (Cambridge City to East Cambridgeshire) and the A1139 (Peterborough). While the details of these commitments have not yet been confirmed by the Department for Transport, we are allocating funds to ensure the work to develop the business case of these projects is progressed in the short-term to ensure release of the delivery funds when available.

#### A141 Business Case development –£1.5m

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

#### Footbridge across the A10 at the BP Roundabout – £0.5m

We commissioned a study which showed that the A10 is a significant barrier to pedestrians and cyclists travelling between Witchford and Ely.



Improving the routes for these users to navigate the roundabout close to the BP Fuel Station and Lancaster Way Business Park will enable safer journeys between the two. The study outlined two options to address the problem, a bridge for pedestrians and cyclists entirely bypassing the roundabout or a non-bridge option. This funding allocation, on top of the existing £3m allocation transferred from the Active Travel Funding capital budget, will ensure there is sufficient funding for whichever option is preferred.

#### **A16 Norwood – £1m**

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

#### **Whittlesea Railway Station – £1m**

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

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

Alconbury Weald is the Combined Authority's largest Enterprise Zone site with up to 5,000 homes and 290,000 m2 of employment floorspace. While it has strong road links through the A14 and A1(M) it currently cannot take advantage of the Great Northern rail line which forms its eastern border. The developer of the site has land allocated to deliver a station, and our funding allocation aims to unlock delivery of the station.

#### **March Priority Junctions – £3m**

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



### **REVENUE PROJECTS**

## **Achieving Good Growth**

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

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

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

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

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

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





## Ambitious Skills and Employment Opportunities

### Innovate Cambridge – £150k

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

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

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

## Enabling Resilient Communities

### Reduced Fares for under 25s – £3.85m

We are committed to supporting a modal shift from the private vehicle to public and active transport due to the demonstrated benefits this bring in public health, climate emissions and reliable connectivity. The best time to build a habit of public transport use is in those with a lifetime of future transport ahead of them, however they are often the least able to afford the cost of bus fares.

To reduce this barrier, and encourage a generational shift in bus patronage, we intend to subsidise bus fares for all those under the age of 25 – capping the cost of a single fare on any local bus for travel in the region to £1 until May 2025.

This allocation goes hand in hand with the in-year allocation proposed via the Budget Update report which will allow this initiative to be developed sooner than April 2024.

### Sustainable Infrastructure – £400k

The potential of the region, with its outstanding universities, grade A farmland in the Fens, globally leading innovation ecosystem, and rapidly growing City of Peterborough, is huge.

However, there are key infrastructure constraints – both water and energy – which must be overcome if the area is to be able to achieve its potential. There is work already underway by various governmental and non-governmental bodies examining the problem and what could be done to address it. This funding is to enable us to fulfil our strategic leadership role in bringing that work together to ensure it results in a clear picture of the challenges the area faces and the opportunities available to address and overcome those challenges including driving forward the recommendations from the current work on the Infrastructure Delivery Framework.

### Bus Network enhancements and reform – £900k

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







<b>Agenda Item 10</b>	<b>Appendix</b>
<b>Corporate Strategy and Business Plan 2023/25 Refresh/2024-25 CA Budget and Medium-Term Financial Plan to 2027-28</b>	<b>B</b>

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

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

<b>Agenda Item 10</b>	<b>Appendix</b>
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## Detailed Proposed Capital Programme

2023/24 £'000	Capital Programme	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000
	<b>Economy &amp; Growth Directorate</b>				
	<b>Business</b>				
4,516	<i>Business Rebound &amp; Growth Service - Capital Grant and Equity Fund</i>	-	-	-	-
876	<i>College of West Anglia - Net Zero</i>	1,124	-	-	-
-	<i>Creative Industries</i>	-	1,000	1,000	1,000
-	<i>Cultural Quarter</i>	500	1,000	-	-
400	<i>Expansion of Growth Co Inward Investment</i>	-	-	-	-
950	<i>Growth Works Additional Equity Fund (cap)</i>	4,275	4,275	-	-
-	<i>Illumina Accelerator</i>	800	-	-	-
-	<i>Levelling Up</i>	2,500	2,500	2,500	2,500
-	<i>Market Towns and Villages</i>	1,250	-	-	-
455	<i>Market Towns: Chatteris</i>	88	-	-	-
347	<i>Market Towns: Ely</i>	-	-	-	-
345	<i>Market Towns: Huntingdon</i>	201	-	-	-
475	<i>Market Towns: Littleport</i>	400	125	-	-
633	<i>Market Towns: March</i>	88	-	-	-
405	<i>Market Towns: Ramsey</i>	-	-	-	-
621	<i>Market Towns: Soham</i>	-	-	-	-
-	<i>Market Towns: St Neots</i>	3,100	-	-	-
345	<i>Market Towns: St. Ives</i>	201	-	-	-
450	<i>Market Towns: Whittlesey</i>	88	-	-	-
281	<i>Market Towns: Wisbech</i>	88	-	-	-
302	<i>Ramsey Food Hub</i>	-	-	-	-
804	<i>Rural England Fund</i>	2,411	-	-	-
250	<i>Start Codon (Equity)</i>	635	-	-	-
-	<i>Strategic Growth Fund</i>	4,400	5,000	5,200	5,400
751	<i>UK SPF Core (cap)</i>	2,051	-	-	-
<b>13,206</b>	<b>Business Total</b>	<b>24,200</b>	<b>13,900</b>	<b>8,700</b>	<b>8,900</b>
	<b>Skills</b>				
2,400	<i>FE Cold Spots (cap)</i>	2,175	-	-	-
<b>2,400</b>	<b>Skills Total</b>	<b>2,175</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>UoP</b>				
1,300	<i>Prop Co 1</i>	-	-	-	-
3,000	<i>Prop Co 2</i>	-	-	-	-
<b>4,300</b>	<b>UoP Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>19,906</b>	<b>Economy &amp; Growth Directorate Total</b>	<b>26,375</b>	<b>13,900</b>	<b>8,700</b>	<b>8,900</b>

2023/24 £'000	Capital Programme	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000
	<b>Resources and Performance Directorate</b>				
	<b>Digital Services and Support</b>				
42	<i>Digital Services and Support</i>	42	42	42	42
<b>42</b>	<b>Digital Services and Support Total</b>	<b>42</b>	<b>42</b>	<b>42</b>	<b>42</b>
	<b>Energy</b>				
22,338	<i>GSE HUG2 (Capital) -2324</i>	29,988	-	-	-
4,112	<i>GSE Green Home Grant Capital - HUG 1</i>	-	-	-	-
13,234	<i>GSE Green Home Grant Capital - LAD 3</i>	-	-	-	-
39,684	<b>Energy Total</b>	<b>29,988</b>	-	-	-
	<b>Human Resources &amp; Organisational Development</b>				
-	<i>HR system implementation</i>	50	-	-	-
-	<b>Human Resources &amp; Organisational Development Total</b>	<b>50</b>	-	-	-
	<b>R&amp;P</b>				
167	<i>Office Fit-out costs</i>	-	-	-	-
167	<b>R&amp;P Total</b>	-	-	-	-
<b>39,893</b>	<b>Resources and Performance Directorate Total</b>	<b>30,080</b>	<b>42</b>	<b>42</b>	<b>42</b>

	<b>Place &amp; Connectivity Directorate</b>				
	<b>Climate</b>				
500	<i>Care Home Retrofit Programme</i>	1,500	-	-	-
153	<i>City of Cambridge Culture - Capital</i>	30	-	-	-
-	<i>Climate Capital Fund</i>	2,250	2,250	2,250	2,250
60	<i>Greater Cambridge Chalk Stream Project - Capital</i>	120	120	-	-
800	<i>Huntingdonshire Biodiversity for all - Capital</i>	500	-	-	-
280	<i>Logan's Meadow Local Nature Reserve wetland extension</i>	-	-	-	-
-	<i>Meanwhile at Core Site, North East Cambridge</i>	1,000	-	-	-
250	<i>Nature and Environment Investment Fund</i>	750	-	-	-
250	<i>Net Zero Villages Programme</i>	750	-	-	-
-	<i>Waterbeach Depot Solar PV Smart-grid Project</i>	2,700	-	-	-
<b>2,293</b>	<b>Climate Total</b>	<b>9,600</b>	<b>2,370</b>	<b>2,250</b>	<b>2,250</b>
	<b>Digital Connectivity</b>				
1,719	<i>Digital Connectivity Infrastructure Programme</i>	2,340	-	-	-
<b>1,719</b>	<b>Digital Connectivity Total</b>	<b>2,340</b>	-	-	-
	<b>Housing</b>				
11,672	<i>Affordable Housing Grant Programme</i>	5,287	4,406	-	-
271	<i>Housing Investment Fund</i>	-	-	-	-
<b>11,943</b>	<b>Housing Total</b>	<b>5,287</b>	<b>4,406</b>	-	-
	<b>Transport</b>				
3,116	<i>A10 Upgrade</i>	1,960	1,500	-	-

2023/24 £'000	Capital Programme	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000
-	A1139 SBC	1,500	1,500	-	-
1,628	A1260 Nene Parkway Junction 15	-	-	-	-
9,492	A1260 Nene Parkway Junction 32-3	-	-	-	-
7,001	A141 & St Ives	1,500	1,500	-	-
1,221	A16 Norwood Junction	1,000	3,000	2,500	-
135	A505 Corridor	-	-	-	-
400	A603 Barton Road	-	-	-	-
3,720	Active Travel 4	-	-	-	-
550	Active Travel Funding (cap)	1,779	1,300	1,000	1,000
-	BP Roundabout NMU Footbridge	2,000	4,000	-	-
225	Brook Crossing - Sutton	-	-	-	-
225	Carlyle Road Crossing	-	-	-	-
2,500	Centre for Green Technology	-	-	-	-
800	County-wide speed reduction	-	-	-	-
260	East Park Street Crossings	-	-	-	-
124	Ely Area Capacity Enhancements	-	-	-	-
7,531	Fengate Access Studies Phase 1	-	-	-	-
468	Fengate Access Studies Phase 2 (University Access)	230	-	-	-
32	Fengate Access Study - Eastern Industries Access - Phase 1	-	-	-	-
373	Fengate Access Study - Eastern Industries Access - Phase 2	-	-	-	-
465	Fletton Quays Footbridge	2,963	-	-	-
27,695	Highways Maintenance and Pothole funding (with PCC and CCC)	27,695	27,695	27,695	27,695
-	LEVI*	-	-	-	-
5,573	March Junction Improvements	3,000	4,000	-	-
500	Northstowe P&R Link	-	-	-	-
631	Peterborough Green Wheel	-	-	-	-
680	Peterborough Station Quarter	15,678	31,492	-	-
267	Regeneration of Fenland Railway Stations	1,000	1,000	1,000	-
-	Road Safety fund	250	250	250	250
10	School Streets	-	-	-	-
100	Smaller Road Safety Measures	-	-	-	-
500	Snailwell Loop	-	-	-	-
153	Soham Station	-	-	-	-
625	Thorpe Wood Cycle Way	-	-	-	-
1,204	Transport Modelling	215	215	-	-
523	Wisbech Access Strategy	-	-	-	-
5,390	Wisbech Rail	-	-	-	-
<b>84,319</b>	<b>Transport Total</b>	<b>61,270</b>	<b>77,452</b>	<b>32,445</b>	<b>28,945</b>
	<b>Passenger Transport</b>				

\*The Combined Authority has been provisionally allocated £5.4m of capital grant under the Local Electric Vehicle Infrastructure scheme. In line with our prudent approach to funding neither the income nor expenditure is included in the capital programme until the funding is confirmed.

2023/24 £'000	Capital Programme	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000
-	<i>Bus Stop Infrastructure</i>	500	500	500	500
6,258	<i>ZEBRA</i>	-	-	-	-
<b>6,258</b>	<b>Passenger Transport Total</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>
<b>106,532</b>	<b>Place &amp; Connectivity Directorate Total</b>	<b>78,997</b>	<b>84,728</b>	<b>35,195</b>	<b>31,695</b>
<b>166,330</b>	<b>Grand Total</b>	<b>135,452</b>	<b>98,670</b>	<b>43,937</b>	<b>40,637</b>



Agenda Item 10	Appendix
Corporate Strategy and Business Plan 2023/25 Refresh/2024-25 CA Budget and Medium-Term Financial Plan to 2027-28	<b>D</b>

## Detailed Proposed Revenue Programme

2023/24 £'000	Revenue Programme	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000
	<b>Mayor's Office</b>				
	<b>Mayor</b>				
-	<i>Election Costs</i>	-	780	-	-
102	<i>Mayor's Allowance</i>	106	110	114	118
10	<i>Mayor's Conference Attendance</i>	10	10	10	10
24	<i>Mayor's Office Accommodation</i>	24	24	24	24
18	<i>Mayor's Office Expenses</i>	18	18	18	18
3,624	<i>Precept funded contribution to operational budgets</i>	11,036	11,220	11,434	11,653
<b>3,778</b>	<b>Mayor Total</b>	<b>11,194</b>	<b>12,162</b>	<b>11,600</b>	<b>11,823</b>
<b>3,778</b>	<b>Mayor's Office Total</b>	<b>11,194</b>	<b>12,162</b>	<b>11,600</b>	<b>11,823</b>
	<b>Chief Executive's Office</b>				
52	<b>Comms and Engagement</b>	325	180	115	115
39	<b>Coronation and Eurovision</b>	-	-	-	-
135	<b>Local Evaluation Framework Initiation</b>	50	-	-	-
91	<b>Monitoring and Evaluation</b>	140	140	140	140
170	<b>Shared Vision</b>	-	-	-	-
150	<b>State of The Region</b>	-	-	-	-
	<b>CXO Staffing</b>				
260	<i>CEX office</i>	280	303	315	327
629	<i>Comms &amp; Engagement</i>	590	619	653	691
368	<i>Executive Support</i>	342	356	375	392
126	<i>Mayoral Advisory</i>	131	135	141	147
493	<i>Policy &amp; Evaluation</i>	519	550	579	609
<b>1,876</b>	<b>CXO Staffing Total</b>	<b>1,862</b>	<b>1,963</b>	<b>2,063</b>	<b>2,166</b>
<b>2,513</b>	<b>Chief Executive's Office Total</b>	<b>2,377</b>	<b>2,283</b>	<b>2,318</b>	<b>2,421</b>

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

<b>111</b>	<b>Workstream Budget Total</b>	<b>111</b>	<b>111</b>	<b>111</b>	<b>111</b>
<b>50</b>	<b>Development of a cultural strategy</b>	<b>50</b>	-	-	-
	<b>E&amp;G Staffing</b>				
103	<i>AEB</i>	-	-	-	-
91	<i>Business</i>	238	356	385	405
20	<i>CEC</i>	35	-	-	-
186	<i>Exec Director E&amp;G</i>	199	206	214	223
158	<i>Skills</i>	152	150	156	162
<b>558</b>	<b>E&amp;G Staffing Total</b>	<b>624</b>	<b>712</b>	<b>755</b>	<b>790</b>
<b>27,683</b>	<b>Economy &amp; Growth Directorate Total</b>	<b>24,901</b>	<b>15,376</b>	<b>14,828</b>	<b>14,148</b>



2023/24 £'000	Revenue Programme	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000
	<b>Place &amp; Connectivity Directorate</b>				
	<b>Climate</b>				
156	<i>City of Cambridge Culture - Revenue</i>	75	-	-	-
100	<i>Climate Change</i>	1,100	1,100	100	100
110	<i>Delivering the Climate Action Plan</i>	-	-	-	-
150	<i>Developing Climate evidence and data</i>	-	-	-	-
75	<i>Doubling Nature Metrics</i>	50	-	-	-
70	<i>Future Fens</i>	-	-	-	-
40	<i>Greater Cambridge Chalk Stream Project - Revenue</i>	80	-	-	-
100	<i>Huntingdonshire Biodiversity for all - Revenue</i>	50	-	-	-
40	<i>Lifebelt City Portrait</i>	-	-	-	-
60	<i>Local Area Energy Plan</i>	-	-	-	-
-	<i>Meanwhile at Core Site, North East Cambridge - Revenue</i>	-	120	-	-
80	<i>Natural Cambridgeshire</i>	70	-	-	-
190	<i>Non-Statutory Spatial Framework (Phase 2)</i>	50	-	-	-
75	<i>Rewilding Programme</i>	75	-	-	-
-	<i>Sustainable Infrastructure</i>	400	-	-	-
<b>1,246</b>	<b>Climate Total</b>	<b>1,950</b>	<b>1,220</b>	<b>100</b>	<b>100</b>
	<b>Transport</b>				
150	<i>A142 Chatteris to Snailwell</i>	-	-	-	-
100	<i>Active Travel (rev)</i>	-	-	-	-
176	<i>Active Travel 4</i>	-	-	-	-
617	<i>Active Travel Capability Funding</i>	-	-	-	-
33	<i>Active Travel Funding (rev)</i>	-	-	-	-
150	<i>Civil Parking Enforcement</i>	-	-	-	-
-	<i>Develop strategic infrastructure fund</i>	100	-	-	-
150	<i>Development of a KRN</i>	-	-	-	-
175	<i>DLUHC Capacity and capability</i>	500	-	-	-
150	<i>Harston Capacity Study</i>	-	-	-	-
492	<i>LEVI</i>	-	-	-	-
12	<i>Living Streets Walk to School</i>	-	-	-	-
55	<i>Love to Ride</i>	-	-	-	-
-	<i>LTCP sub-strategy development</i>	800	800	670	-
345	<i>NSSF2</i>	-	-	-	-
110	<i>Peterborough Electric Bus Depot business case</i>	-	-	-	-
16	<i>Sawston Station Contribution</i>	-	-	-	-
100	<i>Segregated Cycling Holme to Sawstry</i>	-	-	-	-
<b>2,831</b>	<b>Transport Total</b>	<b>1,400</b>	<b>800</b>	<b>670</b>	<b>-</b>
	<b>Passenger Transport</b>				
2,000	<i>BSIP+ commitments Nov CA Board</i>	-	-	-	-
150	<i>Bus Reform Consultation</i>	-	-	-	-
517	<i>Bus Review Implementation</i>	-	-	-	-
-	<i>Cambridge City Passenger Transport Services</i>	130	-	-	-

- 3,624	Contribution to Passenger Transport services from Mayoral budget	- 11,036	- 11,220	- 11,434	- 11,653
300	Demand Responsive Travel pilot	-	-	-	-
900	Development of Bus Franchising	900	-	-	-
411	Public Transport: Bus Service Operator Grant	411	411	411	411
8,915	Public Transport: Concessionary fares	9,806	10,002	10,202	10,406
292	Public Transport: Contact Centre	306	312	318	324
325	Public Transport: RTPI, Infrastructure & Information	332	339	345	352
7,015	Public Transport: Supported Bus Services	15,048	15,320	15,615	15,919
572	Public Transport: Team and Overheads	584	595	607	607
-	Reduced Fares for under 25s	4,000	500	-	-
<b>17,773</b>	<b>Passenger Transport Total</b>	<b>20,480</b>	<b>16,259</b>	<b>16,065</b>	<b>16,367</b>
	<b>P&amp;C Staffing</b>				
-	Bus reform	173	188	206	223
274	Environment and Spatial Planning	317	332	350	369
165	Housing	171	176	183	191
-	Passenger Transport	-	-	-	-
	Strategic Transport	1,104	1,141	1,189	1,237
<b>1,308</b>	<b>P&amp;C Staffing Total</b>	<b>1,765</b>	<b>1,837</b>	<b>1,928</b>	<b>2,020</b>
<b>23,158</b>	<b>Place &amp; Connectivity Directorate Total</b>	<b>25,595</b>	<b>20,116</b>	<b>18,763</b>	<b>18,487</b>

2023/24 £'000	Revenue Programme	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000
	<b>Resources and Performance Directorate</b>				
	<b>Digital Services and Support</b>				
296	<i>ICT external support</i>	221	226	226	231
113	<i>Software Licences, Mobile Phones cost</i>	73	73	73	73
<b>410</b>	<b>Digital Services and Support Total</b>	<b>295</b>	<b>299</b>	<b>300</b>	<b>304</b>
	<b>Energy</b>				
3,942	<i>GSE HUG2 (Revenue) -2324</i>	5,292	-	-	-
1,610	<i>GSE Energy Hub</i>	-	-	-	-
3,271	<i>GSE Green Homes Grant Ph 3 (LAD 3)</i>	-	-	-	-
454	<i>GSE Home Improvement Grant (HUG 1)</i>	-	-	-	-
2,669	<i>GSE Net Zero Hub</i>	1,064	-	-	-
250	<i>GSE Public Sector Decarbonisation</i>	645	340	-	-
445	<i>GSE Rural Community Energy Fund (RCEF)</i>	-	-	-	-
2,170	<i>Local Energy Advice Demonstrator</i>	2,170	-	-	-
<b>14,811</b>	<b>Energy Total</b>	<b>9,171</b>	<b>340</b>	<b>-</b>	<b>-</b>
	<b>Finance and Procurement</b>				
240	<i>Audit Costs</i>	250	250	250	250
66	<i>Finance Service</i>	61	62	63	64
70	<i>Finance System</i>	-	-	-	-
39	<i>Insurance</i>	38	39	40	41
<b>415</b>	<b>Finance and Procurement Total</b>	<b>349</b>	<b>351</b>	<b>353</b>	<b>355</b>
	<b>Human Resources &amp; Organisational Development</b>				
12	<i>HR systems</i>	50	50	50	50
10	<i>Payroll</i>	-	-	-	-
100	<i>Recruitment Costs</i>	50	50	50	50
<b>122</b>	<b>Human Resources &amp; Organisational Development Total</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>
	<b>Legal, Governance and Member Services</b>				
144	<i>Committee/Business Board Allowances</i>	227	222	222	222
95	<i>Democratic Services</i>	50	35	35	35
70	<i>External Legal Counsel</i>	70	70	70	70
8	<i>Procurement</i>	3	11	11	11
<b>317</b>	<b>Legal, Governance and Member Services Total</b>	<b>350</b>	<b>338</b>	<b>338</b>	<b>338</b>
	<b>Other Employee Costs and Corporate Overheads</b>				
212	<i>Accommodation Costs</i>	212	212	212	212
158	<i>Change Management Reserve</i>	160	160	160	-
56	<i>Corporate Subscriptions</i>	62	65	68	71
32	<i>Office running costs</i>	32	32	32	32
- 587	<i>Overheads recharged to programmes</i>	- 890	- 501	- 528	- 367
450	<i>PMO Software and Training Investments</i>	-	-	-	-
89	<i>Training</i>	105	105	105	105
88	<i>Travel and professional memberships</i>	70	74	78	82
<b>499</b>	<b>Other Employee Costs and Corporate Overheads Total</b>	<b>- 248</b>	<b>148</b>	<b>128</b>	<b>135</b>
	<b>Response Funds</b>				



-	<i>Corporate Efficiency Target</i>	-	- 100	- 200	- 200
145	<i>Corporate Response Fund</i>	145	145	145	145
762	<i>Improvement Plan</i>	-	-	-	-
9	<i>Programme Response Fund</i>	1,290	1,290	1,290	1,290
-	<i>SAF OBC development fund</i>	500	-	-	-
<b>916</b>	<b>Response Funds Total</b>	<b>1,935</b>	<b>1,335</b>	<b>1,235</b>	<b>1,235</b>
	<b>R&amp;P Staffing</b>				
195	<i>Exec Director R&amp;P</i>	199	206	214	223
570	<i>Finance</i>	644	679	712	743
384	<i>Governance</i>	402	423	446	470
332	<i>HR &amp; OD</i>	354	370	364	389
537	<i>Legal</i>	598	635	667	694
-	<i>NZ Hub</i>	-	-	-	-
262	<i>PMO</i>	387	409	433	457
211	<i>Procurement</i>	220	231	244	256
<b>2,491</b>	<b>R&amp;P Staffing Total</b>	<b>2,804</b>	<b>2,953</b>	<b>3,080</b>	<b>3,232</b>
<b>19,981</b>	<b>Resources and Performance Directorate Total</b>	<b>14,755</b>	<b>5,864</b>	<b>5,533</b>	<b>5,699</b>
<b>77,113</b>	<b>Grand Total</b>	<b>78,822</b>	<b>55,800</b>	<b>53,042</b>	<b>52,578</b>

<b>Agenda Item 10</b>	<b>Appendix</b>
<b>Corporate Strategy and Business Plan 2023/25 Refresh/2024-25 CA Budget and Medium-Term Financial Plan to 2027-28</b>	<b>E</b>

## **New Capital Investment Proposals**

The Capital Investment proposals outlined below remain the same as those in the budget for consultation approved by the Combined Authority Board on the 29<sup>th</sup> November. Whilst the responses to the consultation indicate that some areas for investment are considered a relatively higher priority by the public than others, the areas of relatively lower public priority cover either areas where funding will come from government rather than the Combined Authority (eg funding for electric vehicle infrastructure and new roads as the road schemes contained in the proposals below reflect either improvements for road safety rather than new roads or business cases to seek funding from government for new roads) or they cover areas comprised within larger funds (eg Local Net Zero in the Climate Fund, Commercial space in the Strategic Growth Fund) where the relevant thematic committee can take account of the consultation results when proposing or determining the precise allocation of the funds to projects.

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

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

#### **Strategic Growth Fund - £20m**

The funds available for local government to locally determine investment into skills and economic capital has reduced since the end of the Local Growth Fund, this fund is intended to mitigate this shortfall and fund both direct construction as well as enabling infrastructure. An indicative £5m of the fund will be used to help develop critical infrastructure at the University of Peterborough. The fund is phased to increase each year in anticipation of growth in the economy. Final allocations from this Fund will be proposed by the Business Board, consulted with constituent councils and other key stakeholders, considered for recommendation to the Board by the Employment and Skills Committee and approved by the Board.

#### **Levelling Up - £10m**

This fund is proposed to enable both local match funding for projects which will leverage significant external funding as well as the opportunity to expand the current market towns programme into other large non-market town settlements in the area enabling the delivery of much-needed public realm improvements. Final allocations from this Fund will be consulted with constituent councils and other key stakeholders, considered for recommendation to the Board by the Employment and Skills and Environment & Sustainable Communities Committees and approved by the Board.

#### **Creative Industries - £3m**

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

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

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

## **Improving Connectivity**

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

As part of the announcement of Network North the Government have committed to funding the delivery of the upgrades of the A10 (Cambridge City to East Cambridgeshire) and the A1139 (Peterborough) in the Combined Authority area. While the details of these commitments have not yet been confirmed by the Department for Transport the Combined Authority is allocating funds to ensure the work to develop the business case of these projects is progressed in the short-term to ensure release of the delivery funds when available.

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

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

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

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

### **A16 Norwood - £6.5m**

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

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

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

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

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

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

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



## **Enabling Resilient Communities**

### **Bus Stop Infrastructure - £2m**

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

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

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

### **Road Safety Fund - £1m**

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

### **Climate - £9m**

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

Examples of projects that this fund will be used for include understanding the economic impact of, and exploring innovative solutions for, drought damaged roads in the Fens and Peterborough, supporting constituent councils with new requirements regarding biodiversity, decarbonisation of public sector buildings as well as other actions which have, or will, emerge from the Local Area Energy Plans developed by our constituent councils. Final allocations from this Fund will be consulted with constituent councils and other key stakeholders, considered for recommendation to the Board by the Environment & Sustainable Communities Committee and approved by the Board.

<b>Agenda Item 10</b>	<b>Appendix</b>
<b>Corporate Strategy and Business Plan 2023/25 Refresh/2024-25 CA Budget and Medium-Term Financial Plan to 2027-28</b>	<b>F</b>

## **New Revenue Investment Proposals**

The Revenue Investment proposals outlined below remain the same as those in the budget for consultation approved by the Combined Authority Board on the 29<sup>th</sup> November. Whilst the responses to the consultation indicate that some areas for investment are considered a relatively higher priority by the public than others, the areas of relatively lower public priority cover either areas which are capital in nature (eg funding for electric vehicle infrastructure, new roads and developing commercial space) or they cover areas comprised within larger funds (eg Local Net Zero in the Climate Fund) where the relevant thematic committee can take account of the consultation results when proposing or determining the precise allocation of the funds to projects.

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

### **Achieving Good Growth**

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

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

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

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

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

The Combined Authority's published a Climate Action Plan in 2022, which set out a wide range of recommendations to ensure the area can deliver on it's net zero goals. While full delivery of the Action Plan requires action from across the private and public sector, this allocation (along with the corresponding capital fund) will ensure the Combined Authority can continue to deliver on its part, including funding for our new responsibility for the Local Nature Recovery Strategy as well as supporting other organisations and initiatives such as Future Fens and Fenland Soil. Final allocations from this Fund will be consulted with constituent councils and other key stakeholders, considered for recommendation to the Board by the Environment & Sustainable Communities Committee and approved by the Board.

## **Ambitious Skills and Employment Opportunities**

### **Innovate Cambridge - £150k**

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

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

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

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

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

## **Enabling Resilient Communities**

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

The Combined Authority is committed to supporting a modal shift from the private vehicle to public and active transport due to the demonstrated benefits this bring in public health, climate emissions, and reliable connectivity. The best time to build a habit of public transport use is in those with a lifetime of future transport ahead of them, however they are often the least able to afford the cost of bus fares.

To reduce this barrier, and encourage a generational shift in bus patronage, the Combined Authority intends to subsidise bus fares for all those under the age of 25 – capping the cost of a single fare on any local bus for travel in the region to £1 until May 2025.

This allocation goes hand in hand with the in-year allocation proposed via the Budget Update report which will allow this initiative to be developed sooner than April 2024.

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

The potential of the Combined Authority area, with its outstanding Universities, grade A farm-land in the Fens, globally leading innovation ecosystem, and rapidly growing City of Peterborough, is huge. However there are key infrastructure constraints – water, energy and other critical environmental factors – which must be overcome if the area is to be able to achieve its potential. There is work already underway by various governmental and non-governmental bodies examining the problem and what could be done to address it. This funding is to enable the Combined Authority to fulfil its strategic leadership role in bringing that work together to ensure it results in a clear picture of the challenges the area faces and the opportunities available to address and overcome those challenges including driving forward the recommendations from the current work on the Infrastructure Delivery Framework.

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

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



<b>Agenda Item 10</b>	<b>Appendix</b>
<b>Corporate Strategy and Business Plan 2023/25 Refresh/2024-25 CA Budget and Medium-Term Financial Plan to 2027-28</b>	<b>G</b>

## Executive Summary

In the Cambridgeshire & Peterborough Combined Authority (CPCA) region, there is widespread support for increasing the Mayoral Precept to improve local bus services. The majority of survey participants support the proposal to increase the Mayoral Precept to £36. Seven in ten participants agree to increasing the Mayoral Precept to some extent to support bus service improvements.

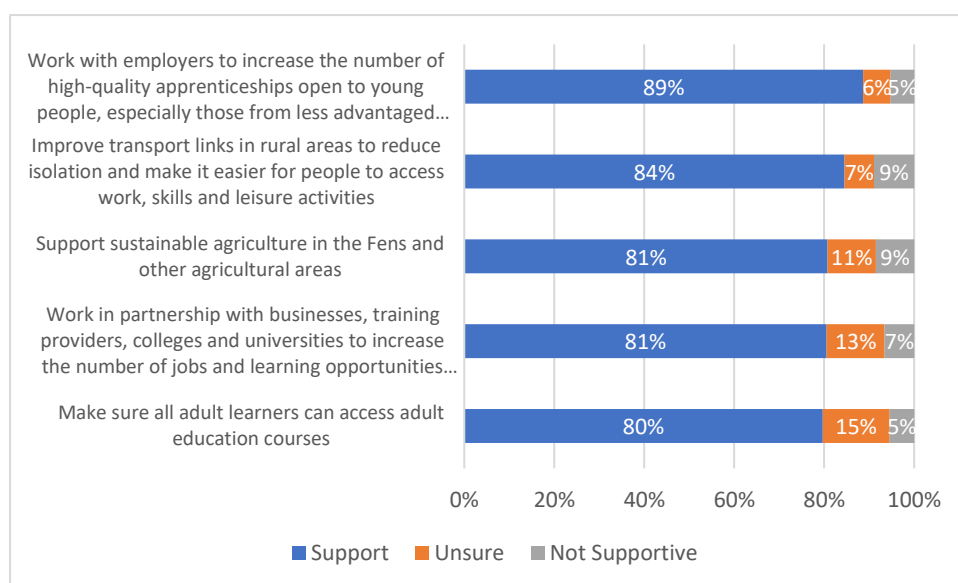
One in seven participants use local buses most weeks and about one in ten use them most days. Three in ten survey respondents use them a few times a month. The remainder, almost a half, do not use the local bus services. More reliable bus services and more bus routes are the two key factors that survey respondents said are most likely to encourage them to take buses more frequently.

Delivering high-quality apprenticeships is the most popular CPCA work programme activity in the survey followed by improving transport links in rural areas. Among the activities which are most supported by survey participants, there is a strong focus on the 'Ambitious Skills and Employment Opportunities' strategic objective.

Eight in ten participants are looking for the combined authority to work in partnership with education and skills providers to increase local employment and educational opportunities. This is underpinned by similar support for making sure adult learners can access educational courses.

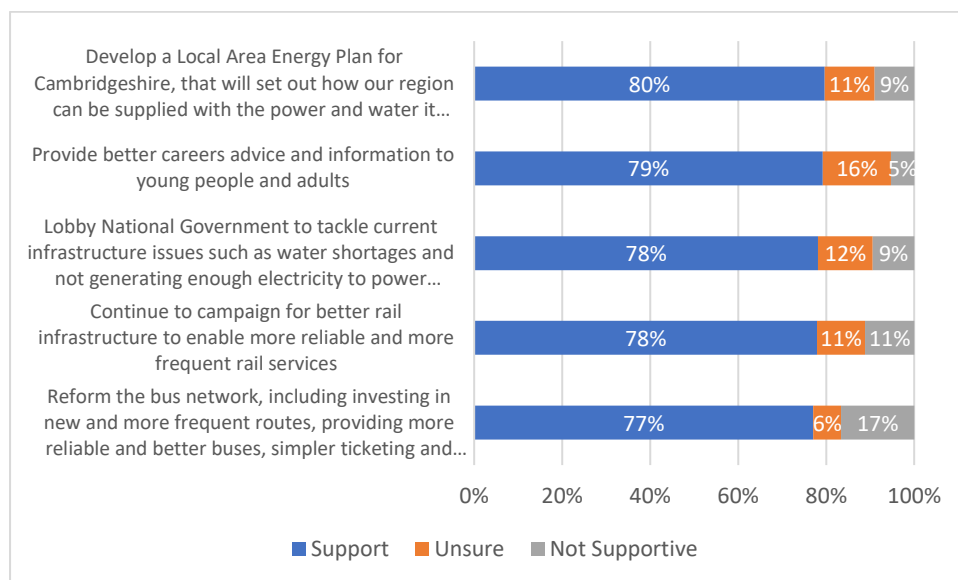
Equally, eight in ten participants support sustainable agriculture for the region.

## Top 5 Supported Activities



Eight in ten participants would like to see a Local Area Energy Plan (LAEP) created for Cambridgeshire. Almost eight in ten would like to see better careers advice being provided and support the lobbying of national government to tackle local utility infrastructure issues. Equally, almost eight in ten participants want to see improvements to rail and bus infrastructure with more frequent rail and bus services.

### Top 6-10 Supported Activities



By comparison to activities with the most support, participants are most 'unsure' about plans to designate the Fens as a special area, developing an Infrastructure Delivery Framework and increasing commercial space for businesses to grow.

There are no activities where most participants are not supportive. This said, four in ten are not supportive of finding money for new roads and three in ten are not supportive of improving the infrastructure for electric vehicles. A quarter are not supportive of extending commercial space for businesses or delivering the Local Net Zero Programme 2022-2025.

Seven in ten participants said that they feel they know at least a little about Cambridgeshire & Peterborough Combined Authority. Three in ten participants said that they are 'Very much' informed about the combined authority.

### Methodology

The overarching objective of the 'Your views count' consultation is to give as many people as possible who live in the Cambridge & Peterborough Combined Authority region the chance to have their say on the Mayor's plans for his precept for 2024/25.

The CPCA wanted to reach as wider range of residents as possible – not just the usual suspects but to ensure it gained opinions from people right across the region. The authority also wanted to use the survey as an opportunity to get feedback on the planned work programme for the CPCA and to help residents to gain a better understanding of CPCA's role and responsibilities. This focus on the planned work programme has been supplemented with extra questions to help inform a bus franchising consultation - mainly to gain a better understanding of what would persuade people to use buses in the future.

The survey was open to anyone and so has not been weighted to reflect the make-up of the region. Most respondents filled the survey in online and were driven to a web page mainly via social media.

Some respondents attended face-to-face events with the Mayor who used the forum to discuss his plans for how he would like the additional precept funding to be invested. Equally, digital surveys, links to the web page and printed copies of the survey forms were circulated with our constituent councils to distribute through their own networks.

In the survey, Cambridgeshire & Peterborough Combined Authority invite local residents to give their views across four strategic objectives:

1. Achieving Good Growth
2. Improving Connectivity
3. Ambitious Skills and Employment Opportunities
4. Enabling Resilient Communities

For each of these strategic objectives, a list of activities associated with that objective were identified. The public in the 'Your views count' survey were then invited to state whether they 'support' the activity, were 'unsure' about the activity, or were 'not supportive' of the activity.

In addition to giving views on activities from these four strategic objectives, as has already been stated, the public were also asked a set of questions about 'Better Buses'. This includes questions on personal bus usage, bus frequency, improvements to the bus service and willingness to support bus improvements through the Mayoral Precept.

Finally, the public were asked how well informed they perceived themselves to be about the Cambridgeshire & Peterborough Combined Authority, with particular attention to the awareness of the what the authority is, what it does and the authority's vision for the future.

The full survey is attached as an appendix for easy referral to the entire content of the survey.

In total, 458 full survey responses were received from residents across the combined authority. As well as the surveys, the authority received twenty-three written submissions to the consultation, some of these were organisational responses to the consultation, others were individual submissions.

In terms of the report methodology, the participants responses are described in the survey findings and for clarity unless otherwise stated the results are based on all 458 participant responses. When the total number of responses differs from 458, the total number of responses are given in brackets.

In terms of the presentation of the findings, through rounding, on occasion it is possible for the results of a chart to total 101 rather than 100 percentage points.

## **Survey Findings**

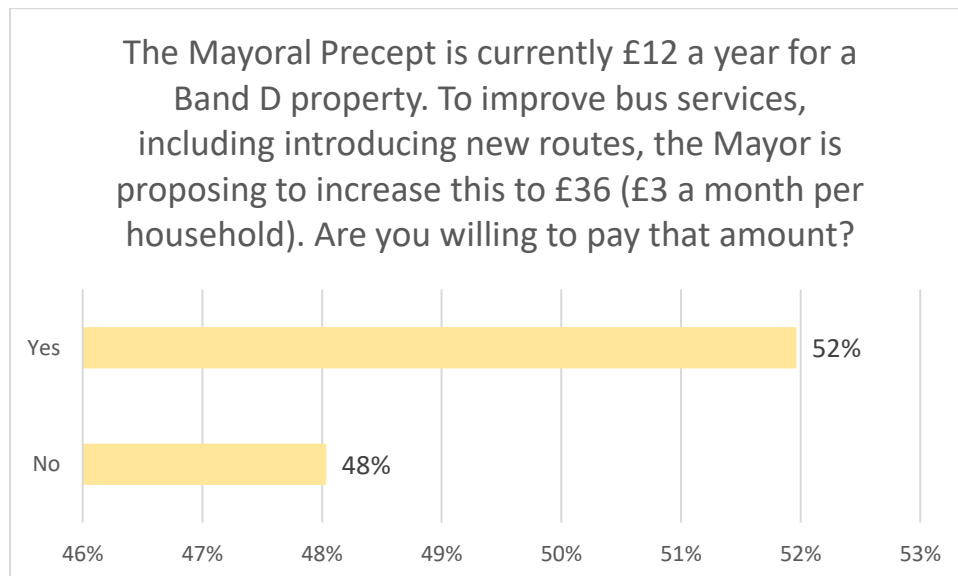
### **Mayoral Precept**



A majority support the proposal to increase the Mayoral Precept to £36 to improve bus services.

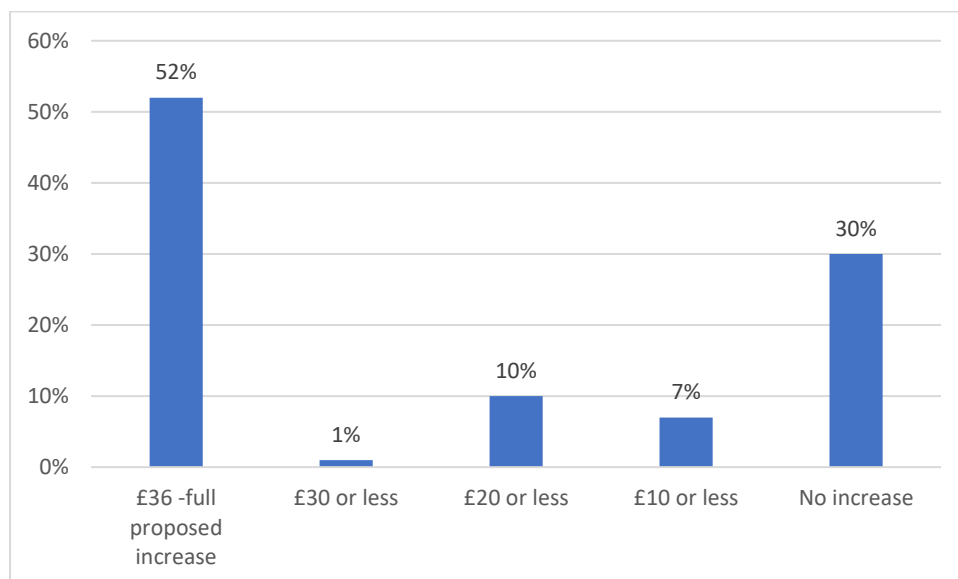
### Mayoral Precept

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There is widespread support to increase the Mayoral Precept with a view to improving bus services. Seven in ten participants agree to increasing the Mayoral Precept to some extent to support improvement in bus services.

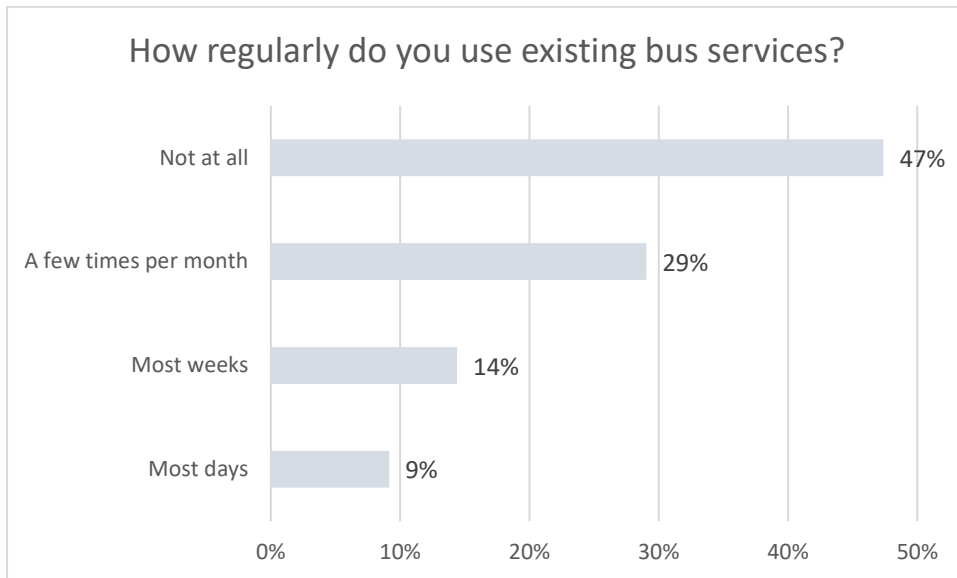
### Overall Perceptions of increasing the Precept



### Better Buses

Almost half the survey respondents do not use local bus services, and three in ten use them a few times a month. One in seven participants use local buses most weeks and about one in ten use them most days.

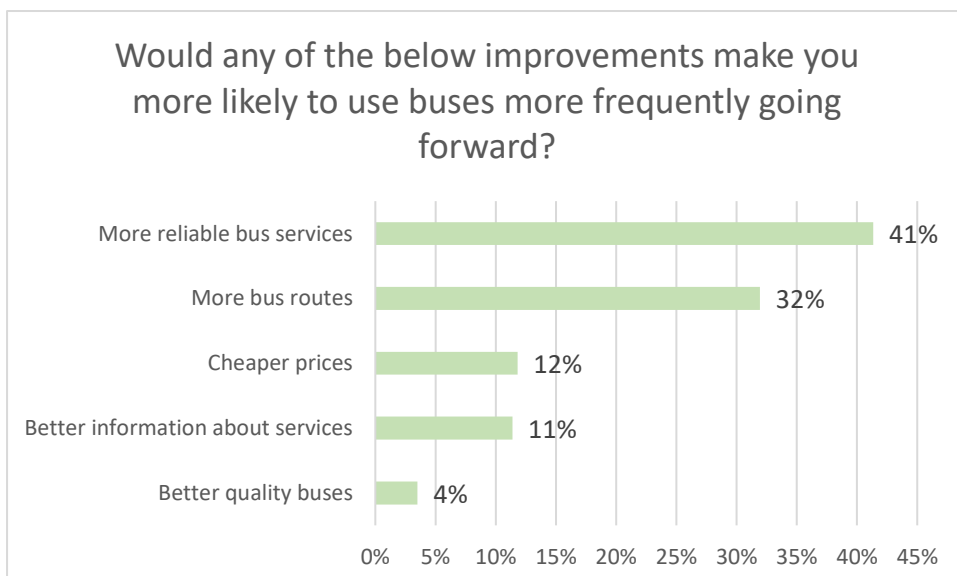
### Bus Usage



Participants in the survey say that more reliable bus services and more bus routes are the two factors that are most likely to encourage them to take a bus more often.

Lower bus prices and better information are identified as motivating factors for just under one in eight participants. Fewer than one in twenty participants highlights better quality buses as factor that will encourage their bus usage.

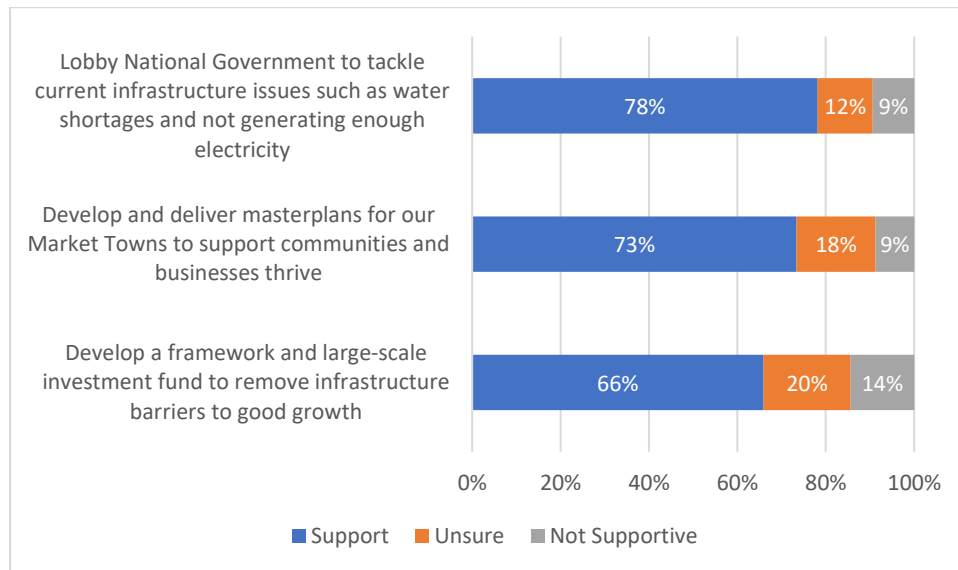
### Bus Improvements



## Achieving Good Growth

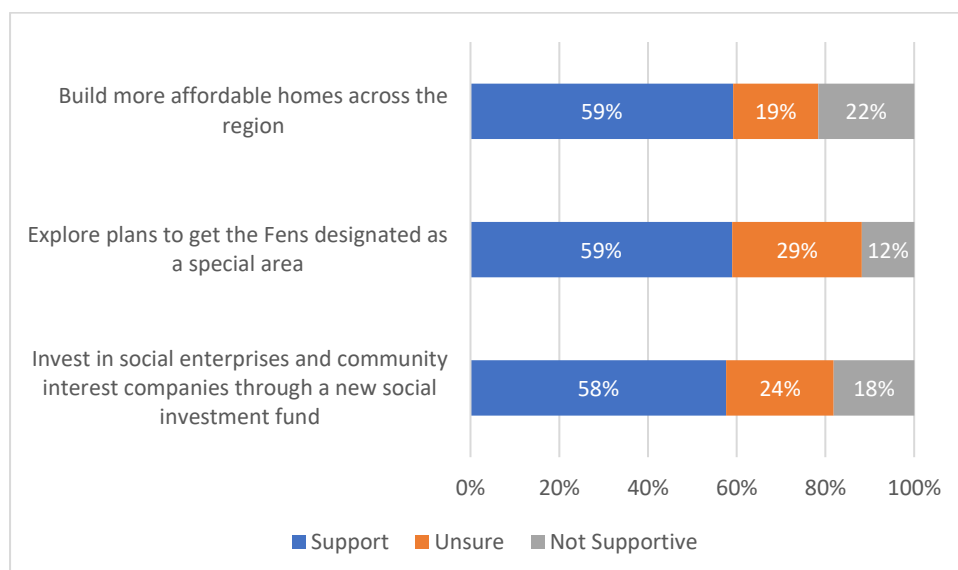
Under the strategic objective of ‘Achieving Good Growth’, the activities which garnered the most support were infrastructure and planning issues. Over three-quarters of respondents want the authority to lobby national government on infrastructure issues, just under three-quarters want the delivery of masterplans for market towns to support communities and business, and two-thirds desire a large-scale investment fund to remove infrastructure barriers to good growth.

### Achieving Good Growth 1



Almost six in ten respondents support building more affordable homes in the region, designating the Fens as a special area, and want to see more investment in social enterprise and community interest companies (CICs)

### Achieving Good Growth 2

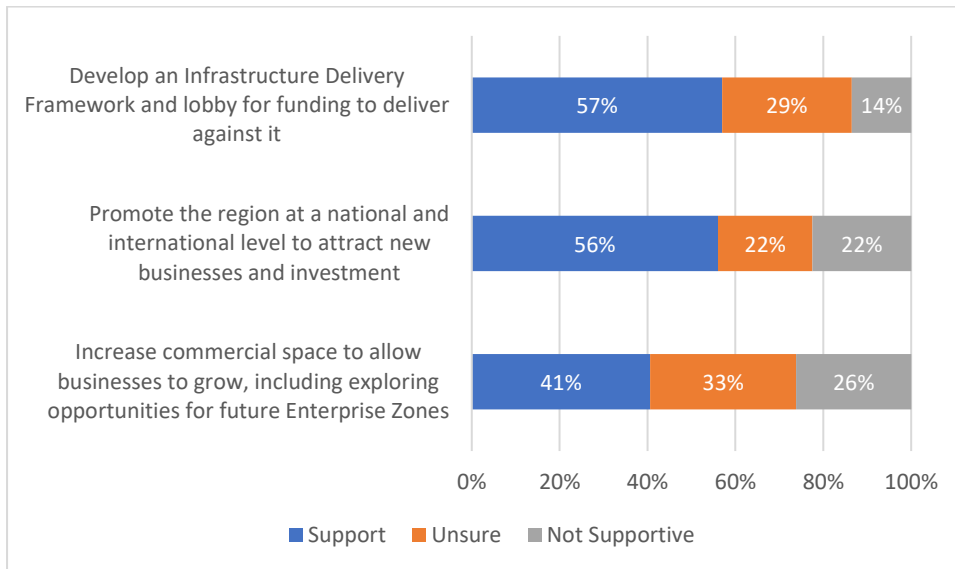


The majority of respondents want to see an Infrastructure Delivery Framework and see that the combined authority has a role in promoting the region, nationally and internationally, to



attract more business and investment. Opinion is more balanced with respect to increasing commercial space through Enterprise Zones. In this case, most respondents were either unsure or not supportive of the policy.

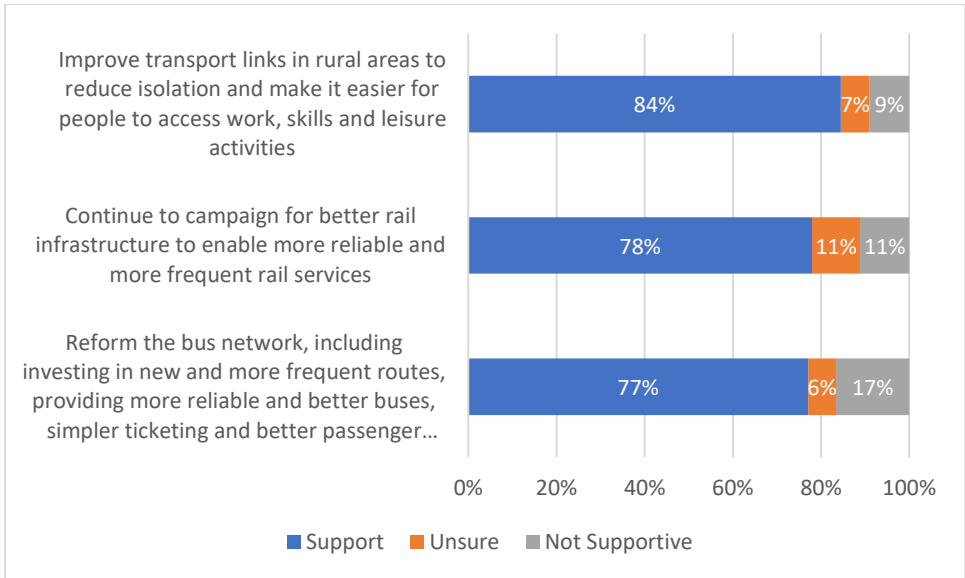
### Achieving Good Growth 3



### Improving Connectivity

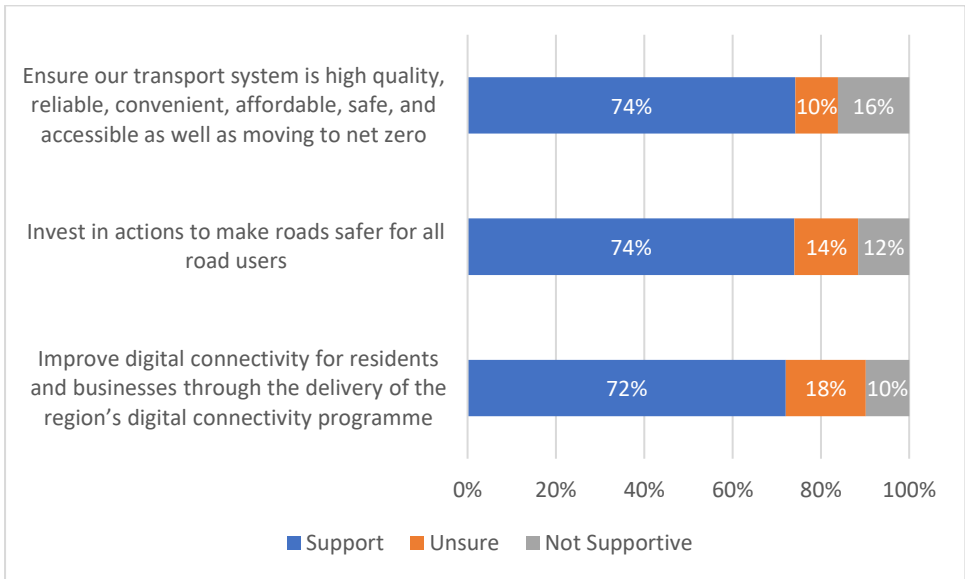
Local participants are keen to see improvements to the transport infrastructure of the region. Eight in ten respondents want to see improvements to transport links to rural areas. Over three-quarters want better rail infrastructure in the region and reform of the bus network.

### Improving Connectivity 1



Almost three-quarters of participants want a high-quality transport system that supports the environmental target of net zero and initiatives that improve road safety. More than seven in ten participants would like improvements in digital connectivity for residents and businesses.

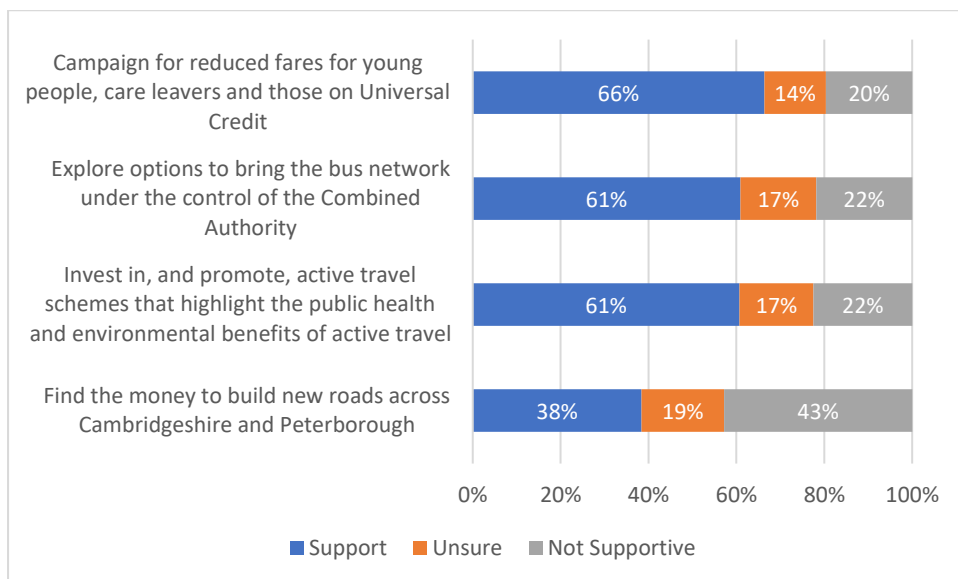
**Improving Connectivity 2**



Two-thirds want lower fares for young people, care leavers and people on Universal Credit. Six in ten, the majority of participants, support exploring options to bring the bus network under combined authority control. Six in ten participants would also like to see active travel schemes that promote public health.

Opinion on finding money to build new roads was evenly balanced with just under four in ten participants supportive and just over four in ten not supportive. A fifth were unsure.

### Improving Connectivity 3



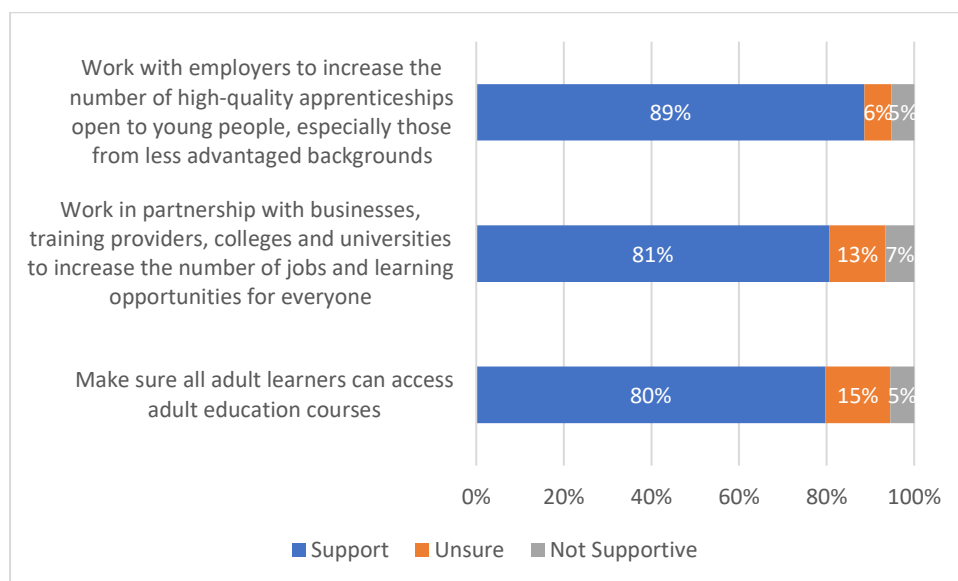


## Ambitious Skills and Employment Opportunities

Within the 'Ambitious Skills and Employment Opportunities', there was widespread support for all the activities outlined. Almost nine in ten participants support working with employers to extend the number of high-quality apprenticeships available to young people.

Eight in ten want to see partnership working used to lever job and learning opportunities for local people and an important part of this is making sure adult learners have access to adult education courses.

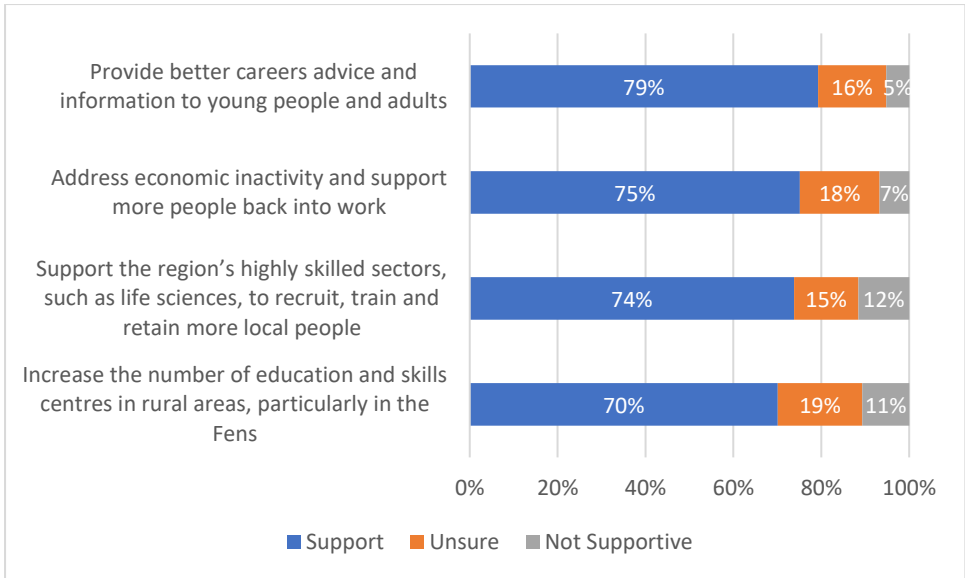
### Ambitious Skills and Employment Opportunities 1



Almost eight in ten participants want to see better careers advice and information and three-quarters want to see more done to address the challenges of the economically inactive to help them back to work.

Almost three-quarters of participants recognised the value of supporting the region's highly skilled sectors to provide well-paid work for local people. Seven in ten support more education and skill centres in rural areas, especially in the Fens.

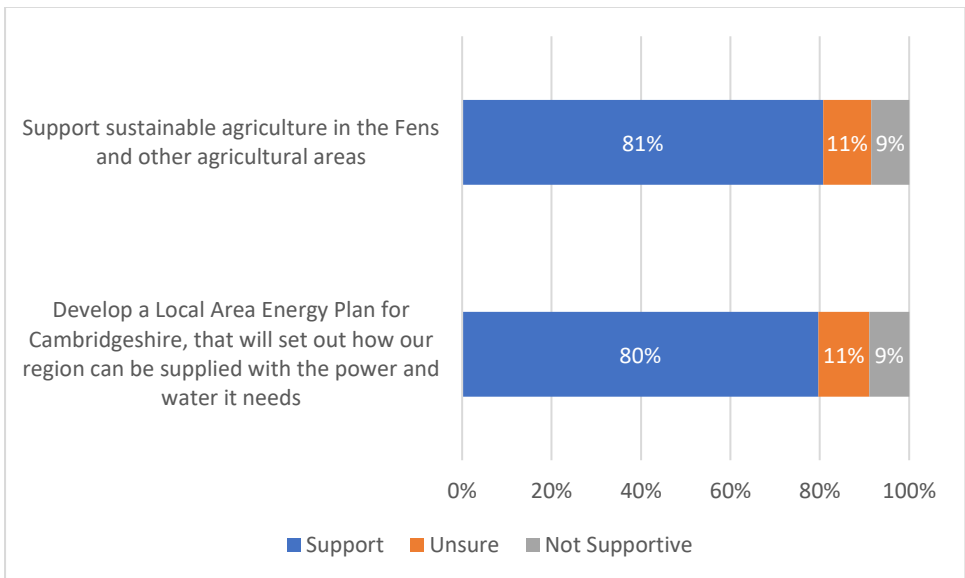
### Ambitious Skills and Employment Opportunities 2



### Enabling Resilient Communities

Eight in ten participants support sustainable agriculture in the region as well as eight in ten participants supporting a Local Area Energy Plan for Cambridgeshire.

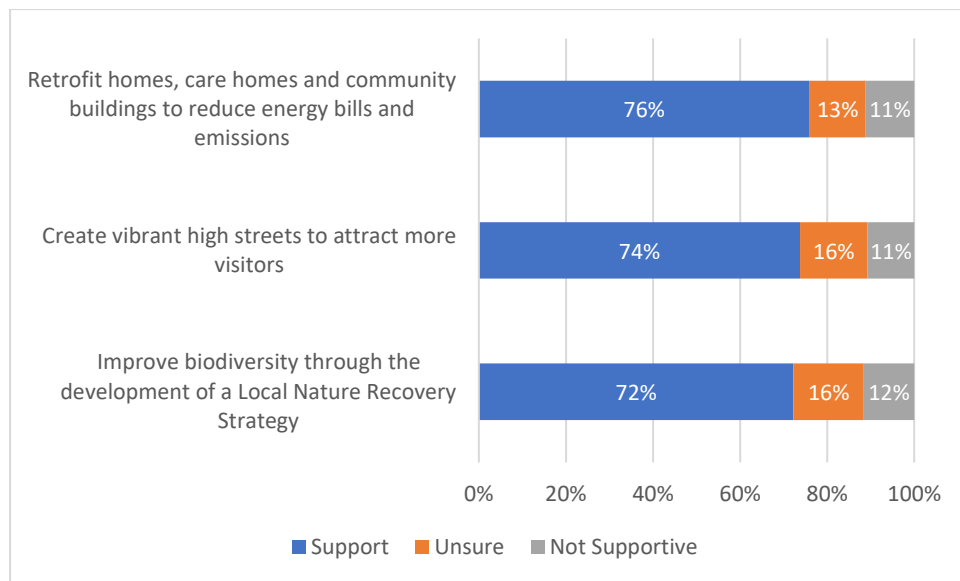
#### Enabling Resilient Communities 1



Three-quarters of participant want to see retrofitting for households, care homes and community buildings to reduce energy bills and emissions.

Almost three-quarters of participants want to see vibrant high streets to attract more visitors. Over seven in ten want to improve biodiversity through the development of a Local Nature Recovery Strategy.

### Enabling Resilient Communities 2

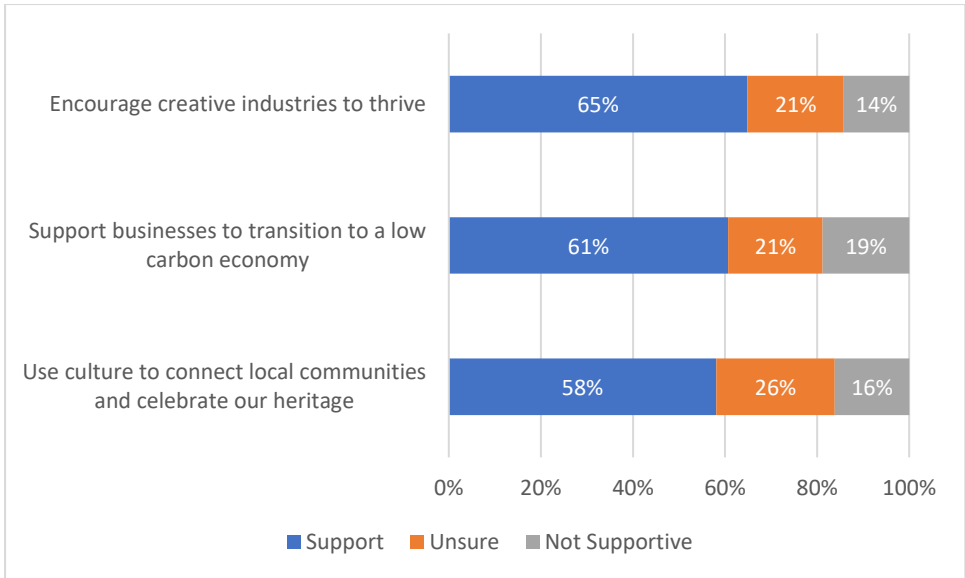


Almost two-thirds of respondents are behind efforts to help the creative industries to thrive in the region.

Six in ten would like to see support given to businesses to help them transition to a low carbon economy. Almost six in ten participants would like culture used to connect with local communities and celebrate our heritage.

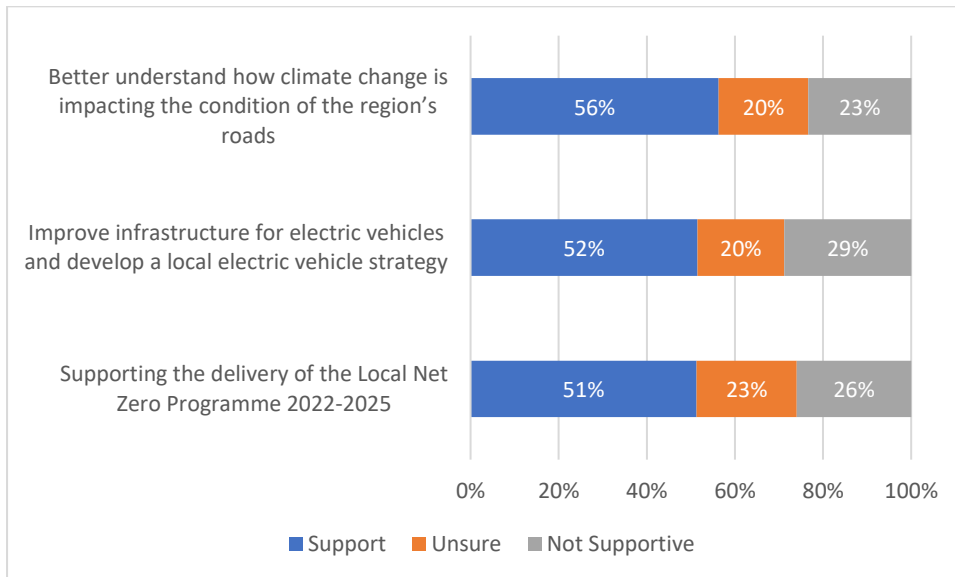
### Enabling Resilient Communities 3





The majority of participants want to see research conducted on how climate change is impacting the region’s road infrastructure. The majority also want to see better infrastructure for electric vehicles and a local electric vehicle strategy. Three in ten participants are not supportive of this. Equally, just over half the participants support the delivery of the Local Net Zero Programme with a quarter not supportive and almost a quarter unsure.

### Enabling Resilient Communities 4

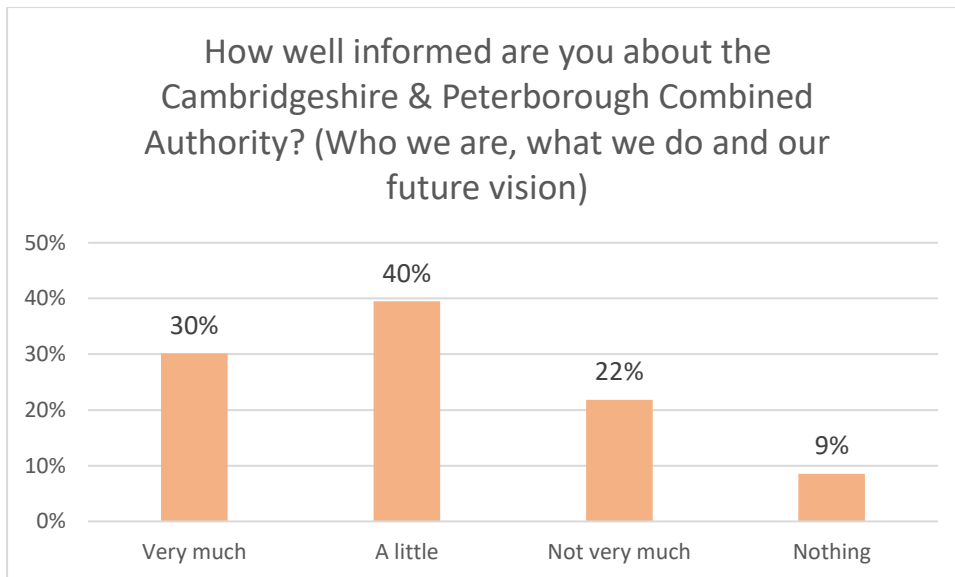


### Informed Communities

The most common response from participants was that they feel they know a little about Cambridgeshire & Peterborough Combined Authority.

Four in ten indicated this. Three in ten participants said that they are ‘Very much’ informed about the combined authority. About one in five said that did not know very much about the authority and fewer than one in ten said that they knew nothing.

### Informed Communities



### **Analysis**

The activities proposed through the four strategic objectives have been mapped onto a scattergram to display dimensions of 'support' and 'not supportive'.

The scattergram shows three groups of activities: a packed cluster in the bottom right corner, a looser cluster in the middle and four outliers top left. This graph illustrates not only which activities are supported but also how much opposition there is to them.

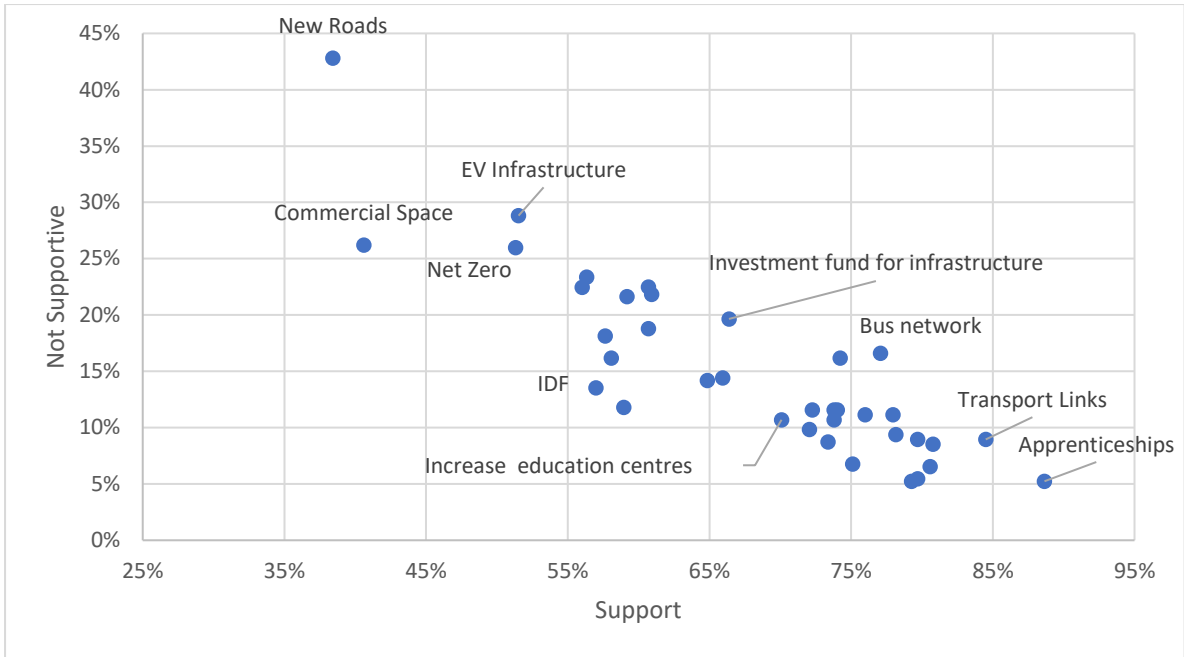
The chart indicates that where there is two-thirds support by participants for an activity there are lower levels of participants that are not supportive – the balance between 'unsures' and 'not supportives' becomes more even.

In the band between 55%-65% support, the balance begins to shift between participants who are unsure and participants who are not supportive of activities.

Below 55% support, resistance to the activities grows. There are four activities which garner the most 'not supportive' responses.

These are new roads, increasing commercial space, the Net Zero Programme and developing the Electric Vehicle (EV) infrastructure.

### **Activity Scattergram – All Support compared to Not Supportive**



### Informed Comparisons

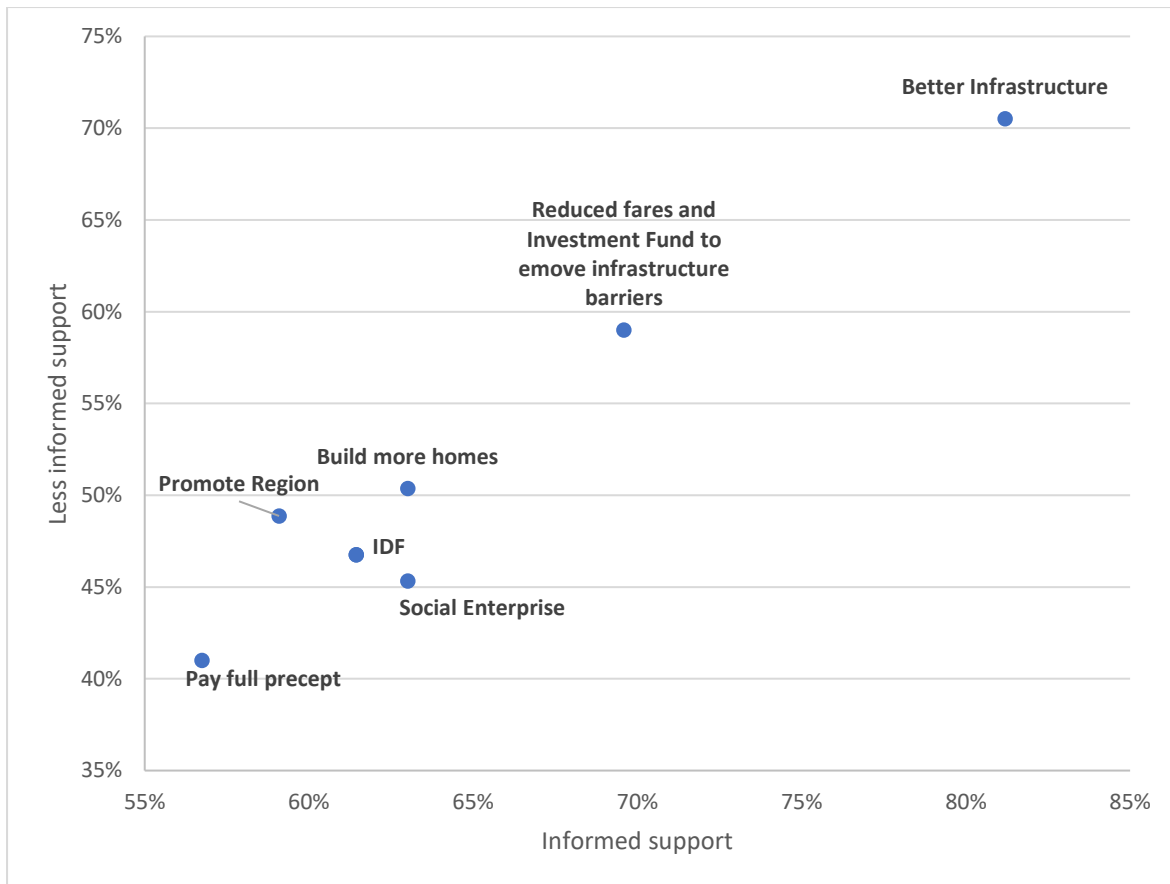
Communications play an important role in the reputation of organisations and awareness and support of their activities. As part of the 'Your views count' survey, participants are asked how informed they are about CPCA, to make comparisons, the informed rating has been taken from combining the 'Very much' and 'A little' categories and the 'Not very much' and 'Nothing' categories.

On this basis, a majority of participants (70%) say they are informed about CPCA, the minority (30%) said that they know not very much or nothing about CPCA.

The chart below only shows activities where there is a difference between informed and less informed groups of  $\pm 10\%$  levels of support. For all the activities shown here, activity support is lower amongst less informed participants.

### Informed Support Comparisons





The largest differences between informed and less informed are for social enterprise (18%), paying the full precept (16%), and the Infrastructure Delivery Framework (15%).

### Willingness to pay full Mayoral Precept

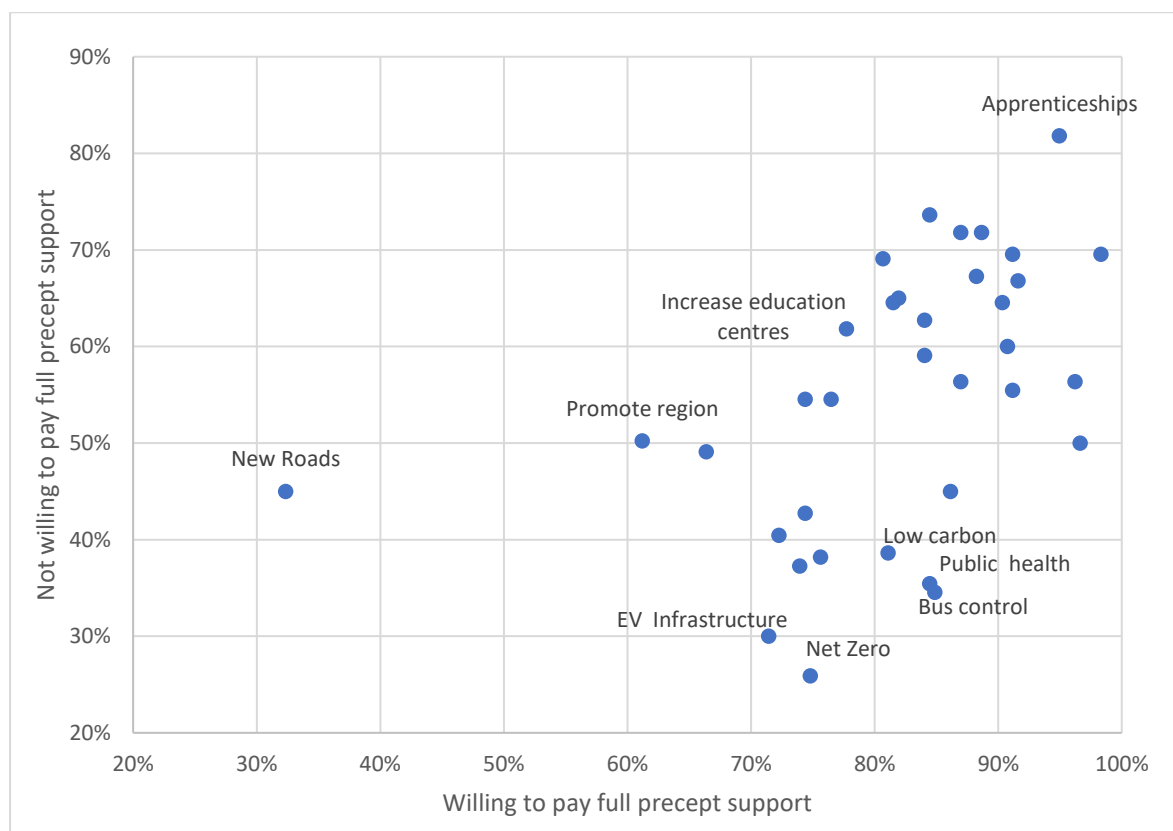
This analysis looks at the perception of activities through the lens of being willing or not willing to support the proposed precept increase to £36. As has already been stated, the majority of participants (52%) supported the full precept increase.

Like the previous charts in this section, only activities where there is a difference in levels of support of at least  $\pm 10\%$  are shown.

The picture here is quite different to the previous chart. The first thing to notice is that the large majority of activities appear in this chart because the differences between these two groups are much larger. The average difference in the level of support between the two groups is twenty-eight per cent.

The activities which have the biggest difference between those willing to pay the full precept and those not willing to pay the full precept are in the bottom right of the chart. These are exploring options for changing control of the buses, active travel schemes which promote public health, Net Zero Programme, low carbon and EV infrastructure.

## Willingness to pay support comparisons



## Written Responses

As well as the 458 survey responses, the CPCA received 23 written responses. Nineteen of these written responses were from individuals and councillors, and four were responses from organisations. The majority of individual respondents said that they had completed the 'Your Views Count' survey. The four organisational responses came from Natural Cambridge, Campaign for Better Transport, Savills and a Labour Party meeting.

The key feedback from the individual responses was in no particular order:

- There was not an opportunity to give open-ended responses to the questions
- That the consultation focussed on the CPCA work programme as opposed to what residents might want
- Concerns about an increase to the Mayoral Precept
- Concerns about energy and transport policy relating to trains, buses and cars

The response from Natural Cambridge highlighted a shared Ambition for Nature and Climate with CPCA, the continuation and increase of capacity funding, the importance of the Local Nature Recovery Strategy (LNRS), support for the CPCA Sustainable Land Use Fund, the CPCA Fund for Nature and Community Activities as well as the CPCA Fund for Nature and Landscape Projects.



## **Combined Authority Committee Responses**

The Combined Authority's Overview and Scrutiny Committee considered the draft Corporate Plan Refresh, draft budget and Medium-Term Financial Plan at their meeting on Tuesday 9<sup>th</sup> January. The Business Board also discussed these draft proposals items at their meeting on Monday 15<sup>th</sup> January.

Feedback from the respective meetings has been included below and taken from the minutes of the respective meetings.

### **Overview and Scrutiny Committee**

The Committee received the report which provided consultation responses to the Combined Authority Board meeting on the 31st January 2024 regarding the draft Medium Term Financial Plan (MTFP) and the draft Corporate Strategy and requested the committee's feedback.

The following points were raised during the discussion:

- Officers advised that social media had been the main approach for advertising the consultation with 18 social media posts on a variety of platforms. Paper copies had also been placed at a number of identified locations after consultation with constituent councils.
- A modest amount of paid campaigns had been utilized and the CA had tried to ensure that the website and technologies were accessible to as many people as possible, for example ensuring that the webpage was usable for those using mobile phones.
- Officers took on board the point from members that freepost could be considered in future consultations.
- In response to a question about examining the statistical significance officers advised that there were too few responses and that they would use what they received to identify any gaps in the geographical area. In response to a question on the point in the MTFP about 600 affordable homes and whether the CA still delivered on housing officers advised that these related to the continuation of the final grants that had been paid out.
- Officers agreed to check whether all parishes had been directly contacted for the consultation. In response to a question about how the CA would set a budget next year when the corporate plan was only relevant until 2025, officers advised that the budget next year would be based on the existing MTFP and the Corporate Plan agreed this year but this could be adapted depending on the results of the Mayoral election in 2025.



- The Committee were advised that the decision about a Mayoral precept was a Mayor's decision and that it would take 2/3rds of the Board to veto the decision on the precept.
- In response to a question on the percentage for staff pay increases officers advised that the 4% increase had been estimated on the figures that had been available in November and that it had been viewed that the rate of inflation would fall but not as rapidly as getting back down to the 2% level. If the fall in interest was less than 4% then the CA may have more money to invest into further areas. It was important to note that the forecasting on pay was done at the national level and was down to the negotiations that would take place next year.
- In response to a question on the funding for the provision of electrical charging points members were advised that the data had not been available at the time of publishing but that this would be included in the final figures.
- In response to a question on bus franchising and whether this would be value for money officers advised that an audit had been carried out and they would rely on the final audit reports before making a judgement. The Committee requested that they be given an opportunity to scrutinise the plans for bus franchising and enhanced partnerships and were advised a report would be available for the January OSC meeting. In response to a question about the Mayor's precept the members were advised that the Mayor's budget formed part of the CA order and it was in the Mayor's power to reduce, increase or end a precept.
- The current precept was £12 and there are proposals to have a further £24 added this year which would make the precept going forward £36. Further details around the precept would be available once the final budget had been published on the 22nd January and the Committee would consider it at their meeting at the end of January.
- The Chair made a point about the £1 bus fare cap and that it was disappointing that it was only per bus journey rather than the full journey, meaning a journey needing 2 buses would cost £2. It would be good if this scheme was the first stage towards something more comprehensive and consideration for all modes of transport be given.
- The Chair also commented that within the corporate plan the two infrastructure constraints detailed should also include the peat within the fens as a major resource along with water and energy concerns.

The Committee RESOLVED to provide the following feedback on the consultation:

- The Committee commented that as there was no detail on the precept currently provided that they would reserve commenting until further information on what the level of precept would be, what it would pay for, the level of social value it provided and requested that a robust and detailed report be provided to the Committee on the Mayor's precept for the January meeting for members to consider.
- The Committee welcomed that the MTFP, Corporate Plan and the Mayoral ambitions were now all linked as it brought all the pieces together, the Committee requested that a good narrative that provided the detail that OSC required to scrutinize effectively be included in the final budget.

## **Business Board**

From conversations that took place at the workshop the previous week there

is broad support for the MTFP.

- There is need to maximise funds to support innovation and growth: the degree of unallocated funds gives opportunity to respond to projects that might come up.
- While it would be great to have more in that pot there is recognition that balancing the books overall is important. Officers confirmed that money is set aside for projects in-year and the new Investment Committee will make decisions up to £1million.
  
- There had been a brief conversation in terms of increasing mayoral precept but a general understanding that there is a need to see bus network improve and infrastructure will be required.
  
- The Business Board supports the MTFP but the most important way for the board to be responsive is to ensure not all areas are allocated to soon so they can be Responsive.

It was resolved unanimously to:

- a) Note the financial position of the Business Division for the financial year 23/24 to November 2023.
- b) Review the consultation on the Combined Authority's Draft Corporate Strategy and Medium-Term Finance Plan and agree the Board's formal response to the consultation.

# YOUR VIEWS COUNT

We want to hear from you!

#YourSayYourFuture



**CAMBRIDGESHIRE  
& PETERBOROUGH**  
COMBINED AUTHORITY

**WE HAVE IDENTIFIED FOUR STRATEGIC OBJECTIVES. THESE ARE:**

1. **Achieving Good Growth**
2. **Improving Connectivity**
3. **Ambitious Skills and Employment Opportunities**
4. **Enabling Resilient Communities.**

Under each objective is a list of activities. We want to know if these activities are important to you, please select one of the three options for each activity.

**Support (S) / Unsure (U) / Not supportive (NS)**

**1. Achieving Good Growth**

- Lobby National Government to tackle current infrastructure issues such as water shortages and not generating enough electricity to power future homes and businesses.
- Build more affordable homes across the region (600 by 2025).
- Explore plans to get the Fens designated as a special area.
- Increase commercial space to allow businesses to grow, including exploring opportunities for future Enterprise Zones.
- Develop and deliver masterplans for our Market Towns to support communities and businesses thrive.
- Invest in social enterprises and community interest companies through a new social investment fund.
- Develop an Infrastructure Delivery Framework and lobby for funding to deliver against it.
- Develop a framework and large-scale investment fund to remove infrastructure barriers to good growth, like flood risk management and access to provision of broadband utilities.
- Promote the region at a national and international level to attract new businesses and investment.

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**2. Improving Connectivity**

- Improve transport links in rural areas to reduce isolation and make it easier for people to access work, skills and leisure activities.
- Reform the bus network, including investing in new and more frequent routes, providing more reliable and better buses, simpler ticketing and better passenger information.
- Explore options to bring the bus network under the control of the Combined Authority.
- Find the money to build new roads across Cambridgeshire and Peterborough.
- Invest in actions to make roads safer for all road users.
- Continue to campaign for better rail infrastructure to enable more reliable and more frequent rail services.
- Campaign for reduced fares for young people, care leavers and those on Universal Credit.
- Improve digital connectivity for residents and businesses through the delivery of the region's digital connectivity programme.
- Invest in, and promote, active travel schemes that highlight the public health and environmental benefits of active travel.
- Ensure our transport system is high quality, reliable, convenient, affordable, safe, and accessible as well as moving to net zero.

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**3. Ambitious Skills and Employment Opportunities**

- Increase the number of education and skills centres in rural areas, particularly in the Fens.
- Make sure all adult learners can access adult education courses.
- Address economic inactivity and support more people back into work.

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- Work in partnership with businesses, training providers, colleges and universities to increase the number of jobs and learning opportunities for everyone.
- Work with employers to increase the number of high-quality apprenticeships open to young people, especially those from less advantaged backgrounds.
- Support the region's highly skilled sectors, such as life sciences, to recruit, train and retain more local people.
- Provide better careers advice and information to young people and adults.

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**4. Enabling Resilient Communities**

- Better understand how climate change is impacting the condition of the region's roads.
- Support sustainable agriculture in the Fens and other agricultural areas.
- Improve infrastructure for electric vehicles and develop a local electric vehicle strategy.
- Supporting the delivery of the Local Net Zero Programme 2022-2025.
- Support businesses to transition to a low carbon economy.
- Retrofit homes, care homes and community buildings to reduce energy bills and emissions.
- Improve biodiversity through the development of a Local Nature Recovery Strategy.
- Develop a Local Area Energy Plan for Cambridgeshire, that will set out how our region can be supplied with the power and water it needs.
- Encourage creative industries to thrive.
- Use culture to connect local communities and celebrate our heritage.
- Create vibrant high streets to attract more visitors.

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**5. The Mayor has bold plans for the bus network in our area. His vision for Better Buses to keep people connected includes adding more buses to the network, providing bus users with better information, better reliability, nicer, better-quality buses and better value for money for customers.**

**How regularly do you use existing bus services?**

- Most days
- Most weeks
- A few times per month
- Not at all

<input type="radio"/>
<input type="radio"/>
<input type="radio"/>
<input type="radio"/>

**6. Would any of the below improvements make you more likely to use buses more frequently going forward?**

- More reliable bus services
- More bus routes
- Better information about services
- Better quality buses
- Cheaper prices

<input type="radio"/>
<input type="radio"/>
<input type="radio"/>
<input type="radio"/>
<input type="radio"/>

7. The Mayoral Precept is currently £12 a year for a Band D property. To improve bus services, including introducing new routes, the Mayor is proposing to increase this to £36 (£3 a month per household). Are you willing to pay that amount?

- Yes
- No

8. If your answer is no, what would you be willing to pay per year to improve bus services?

- £30 or less
- £20 or less
- £10 or less
- £0

9. How well informed are you about the Cambridgeshire & Peterborough Combined Authority? (Who we are, what we do and our future vision)

- Very much
- A little
- Not very much
- Nothing

Please post completed forms to the Cambridgeshire & Peterborough Combined Authority  
2nd floor, Pathfinder House, St Mary's Street, Huntingdon, Cambs, PE29 3TN.

# THE ROAD TO **BETTER** BUSES



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<b>Combined Authority Board</b>		Agenda Item
<b>31 January 2024</b>		<b>11</b>
Title:	Improvement Plan update	
Report of:	Angela Probert, Interim Director of Transformation Programme / Nick Bell. Executive Director, Resources and Performance	
Lead Member:	Mayor – Dr Nick Johnson	
Public Report:	Yes	
Key Decision:	No	
Voting Arrangements:	To note	

<b>Recommendations:</b>	
A	Note the progress made over November and December against stated areas of improvement identified by the External Auditor in June 2022 and Best Value Notice received in January 2023 as reported to the CA Board on 31 May 2023, set out in paragraphs 2.2 to 2.8.
B	Note the feedback from the Chair, Independent Improvement Board following its meeting on 16 January 2024 set out in Appendix B.
C	Note the outcome of the recent Internal Review of the Project planning and delivery improvement programme set out in paragraph 2.9.
D	Note the proposed transition from the current Improvement plan to transformation activity, embedded across and down through the Cambridgeshire and Peterborough Combined Authority where delivery against the Improvement plan has been completed; as set out in paragraph 2.10
E	Note the intention to review the current role and focus for the Independent Improvement Board as set out in paragraph 2.11.

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

## 1. Purpose

1.1	The report updates the Board on the progress in July and August against the key concerns and observations identified by the External Auditor in June and October 2022, and February 2023 and the Best Value Notice received in January 2023.
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## 2. Proposal

2.1	This report sets out for the CA Board the progress made on identified areas of improvement. This update has been presented to the Independent Improvement Board (IIB) meeting on 16 January and a note from the Chair of the IIB following this meeting is attached as Appendix B setting out areas of assurance and areas where further focus is required.
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2.2	<p><b>Improvement Plan progress</b></p> <p>Overall the programme is rated as 'Green' at the end of December 2023, meaning 'successful delivery of the Improvement Plan to time, cost and quality appears to be highly likely', reflecting the positive trends across the five themes set out in the highlight report.</p> <p>The Improvement Group, chaired by the Executive Director, Resources and Performance continues to assess progress against the agreed plan and address any programme issues or risks.</p> <p>The Improvement Group has identified the key links between key deliverables set out in the Improvement Plan to ensure a programme wide focus on delivery is in place and dependencies managed.</p>
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2.3	<p><b>Governance and decision making (Green)</b></p> <ul style="list-style-type: none"><li>• The Governance training roll-out has continued for officers and members – specifically on how the CA works with its constituent authorities, running an effective committee/Board meeting and scrutinising and overseeing subsidiary companies of the CPCA.</li><li>• SAF &amp; EDAF links have been discussed within the project group and DLUHC have signed off the SAF and agree it is an exemplar for other authorities to reference.</li><li>• The Risk Register has been reviewed to ensure the risks reflect the current project status and has contributed to the development of the programme risk register.</li><li>• A new governance hub is being developed to provide a single point of contact for the Combined Authority on governance, processes and procedures.</li><li>• The review of the Audit &amp; Governance Committee's operations compared to other Mayoral Combined Authorities (MCAs) has been completed and shared with Committee members who have made recommendations regarding its outcome.</li><li>• There is further work required in the Members arena to ensure that there is safe space for challenge outside of the formal CA Board, a space where they can agree joint purpose &amp; focus.</li><li>• Finally, the new Business Board and governance and processes are beginning to be embedded, the successful recruitment of new members supports this, and the Economic Development Group have met twice.</li><li>• Some of our work is now being considered as best practice, for example a case study has been provided to the Centre for Governance &amp; Scrutiny (CfGS) to demonstrate the development of the scrutiny roles specific to Combined Authority. As a result, discussions are taking place with CfGS about how the scrutiny developments that have been undertaken could helpfully contribute to the guidance for CA scrutiny being developed by CfGS and other MCAs are now looking at what we have done with O&amp;S as leading practice.</li></ul>
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2.4	<p><b>Procurement (Green)</b></p> <ul style="list-style-type: none"><li>• The new procurement hub to provide a single point of contact for the Combined Authority on procurement and contract management issues has been launched.</li><li>• New documentation has been completed for procurement and Grant Funding Agreements and is being rolled out to relevant staff.</li></ul>
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	<ul style="list-style-type: none"> <li>• Basic training on procurement has been rolled out to every member of staff of the Combined Authority.</li> <li>• More specific training for complex procurements and for contract managers has been sourced for relevant officers and will be delivered in January and February.</li> <li>• Further KPIs to help demonstrate how procurement is delivering best value and social value have been developed and will be rolled out early in the New Year.</li> <li>• Work continues reviewing the main contracts used by CPCA and the workstream is in a very good place to have delivered its key outputs by the end of the year.</li> </ul>
2.5	<p><b>Project plans and delivery (Green)</b></p> <ul style="list-style-type: none"> <li>• The CA Board in November approved the SAF implementation report as presented to go live in June 2024 following the CA Board AGM as it requires the appointments to be made to the new Investment Committee</li> <li>• Work has been undertaken in support of the implementation, embedding and upskilling required that sits around the Single Assurance Framework</li> <li>• Further work to develop the Performance Management Framework has been completed, the Balanced Scorecard is now a more central element of the report and in addition a RAG rating system has been introduced to aid interpretation of performance data.</li> <li>• A 'State of the Region Review' project is being co-produced and co-delivered with constituent authorities, Higher Education (HE) institutions and the ICS. It has entered delivery phase and will create a relevant, reliable and accessible 'State of the Region' review of the current state of the Cambridgeshire and Peterborough Region.</li> <li>• The Combined Authority is developing plans to establish and embed an effective performance management culture for the organisation. This will include training for members and officers, and appointment of data champions. An initial all-staff 'Introduction to the Performance Management Framework' session took place on 4 December.</li> <li>• Work has begun to develop quarterly Thematic Performance Reports encompassing Dashboards of Key Performance Indicators (KPIs) relevant to the remit of the thematic committee. Infrastructure Committee or Business Board).</li> <li>• Training has been the implementation of Risk Software (4Risk) has commenced with initial training completed with the PMO and training for Combined Authority Programme and Project Managers scheduled for November.</li> </ul>
2.6	<p><b>Partnership working (Green/Amber)</b></p> <ul style="list-style-type: none"> <li>• An exercise was completed to collate evidence and case studies across key projects that have been or are currently being undertaken in each Directorate where collaboration, partnership working and building effective relationships have been instrumental in achieving the desired outcomes for the Combined Authority, its partner organisations, and the region.</li> <li>• The evidence base was completed, and a report was presented for consideration to IIB (Independent Improvement Board) in November.</li> <li>• The view of the IIB was that the case studies provided a wealth of evidence of progress in partnership working. However, it was concluded that it would be premature to conclude the workstream based upon this evidence and that there is scope in the member arena for further work to build a framework and culture that promoted a consensus-based approach to discussion and decisions. This will be developed further as part of the visioning and devolution workshops to take place in January 2024.</li> <li>• The CPCA is currently working with partners to develop its proposition at the UK Real Estate Infrastructure and Investment Forum (UKREIIF) in Leeds on 21st to the 23rd May this year. This will be a key theme and focus for the visioning workshop on 26 January.</li> </ul> <p>To turn the status of this important improvement theme to 'Green', the activity and approach set out above will be further embedded over the coming months.</p>
2.7	<p><b>Confidence, culture and capacity (Green)</b></p> <p><u>Ambition and priorities</u></p>

	<ul style="list-style-type: none"> <li>• Tenders have been scored for the delivery of State of the Region and a consultancy has been appointed. The consultants met with the State of the Region Partner Technical Group on the 15th of November to commence work.</li> <li>• In terms of the Vision piece of work, tenders have been received and evaluation/interviews completed. Consultants Prior+Partners have been appointed; mobilisation planning is underway and there is a Vision &amp; Future Devolution Opportunities workshop being held on the 26th January 2024.</li> <li>• Q2 Corporate Performance Report was presented to November Board as planned.</li> </ul> <p><u>Leadership</u></p> <ul style="list-style-type: none"> <li>• The second development session for members took place on 22nd November with a focus on 'Budget Scrutiny', nine members including the Chair attended the session and it included a wide-ranging discussion, which all Members were engaged in and found helpful.</li> <li>• This was followed by the third session, 'Code of Conduct' on the evening of 6th December which again was well attended (circa twenty members including some Board members) and well received.</li> <li>• A further Executive Director Seminar has also taken place, focussing on the Place &amp; Connectivity Directorate.</li> </ul>
2.8	<p>The Improvement highlight report attached as Appendix A sets out the detailed activity for each theme and identifies risks and mitigations.</p>
2.9	<p><b>Internal Audit review – Project planning and delivery improvement programme</b></p> <ul style="list-style-type: none"> <li>• Following the positive Internal Audit on the 'Governance and decision-making' improvement activity in September; reported to this Committee in November 2023, a further Internal Audit review was undertaken in December on the 'Project planning and delivery' improvement programme.</li> <li>• The Internal Audit report concluded that       <ul style="list-style-type: none"> <li>○ <i>'overall, the CPCA was able to demonstrate that Workstream E (Project planning and delivery) of the Improvement Plan captured the key improvement themes identified and was subject to robust approval and monitoring processes. Key deliverables had been reported as achieved in line with the timeframes set out in the reframed Improvement Plan, whilst the organisation demonstrated collaboration with key stakeholders in the creation of frameworks designed as part of the workstream.'</i></li> <li>○ <i>In a highlight report to the CPCA Board meeting in November 2023, the Project Planning &amp; Delivery Workstream was RAG rated green by the organisation for the period up to the end of October 2023, meaning that successful delivery of the workstream in terms of cost, time and quality was highly likely'.</i></li> <li>○ It was noted that the frameworks will not be in operation until the following financial year and we have identified scope for improvements in relation to ensuring that the organisation has documented how it will assure itself that the new frameworks are being effectively applied in practice.</li> </ul> </li> <li>• The Internal Audit opinion stated:       <p><i>'Taking account of the issues identified, the Board can take <b>reasonable assurance</b> that the controls upon which the organisation relies to manage this risk are suitably designed, consistently applied and effective.</i></p> <p><i>However, we have identified issues that need to be addressed in order to ensure that the control framework is effective in managing the identified risk(s).'</i></p> </li> <li>• The following actions have been agreed and owners identified:       <p><b>Management Action 1 (Workstream Group)</b></p> <ul style="list-style-type: none"> <li>• We will add sections for revised dates and completed dates on the action logs for Workstream meetings.</li> <li>• Priority: Low</li> </ul> </li> </ul>

	<p><b>Management Action 2 (Embedding Change)</b></p> <ul style="list-style-type: none"> <li>For all frameworks created as part of the Project Planning and Delivery workstream, we will ensure that it has documented an implementation plan, setting out the key tasks to ensuring that the framework will be applied in practice, each with an owner and due date.</li> <li>Priority: Low</li> </ul> <p><b>Management Action 3 (Embedding Change)</b></p> <ul style="list-style-type: none"> <li>For all frameworks created as part of the Project Planning and Delivery workstream, we will ensure that it has an agreed list of quantitative and qualitative measures which it can utilise to assure itself that the frameworks are applied in practice.</li> <li>Priority: Medium</li> </ul> <p><b>Management Action 4 (Partner working group)</b></p> <ul style="list-style-type: none"> <li>We will ensure that key discussions from the Partner Working Group will be formally captured.</li> <li>Priority: Low</li> </ul>
2.10	<p><b>Transition from improvement to transformation and continuous improvement embedded across the CPCA</b></p> <p>The Improvement programme has delivered or is on track to deliver on all areas of concern set out in the Best Value Notice and External Auditors letter. Regular meetings have taken place with the Department for Levelling Up, Housing and Communities (DLUHC) and the Chief Executive has written to the External Auditor (attached as Appendix C) on progress made to address identified concerns.</p> <p>There is a need to keep a focus on those areas not yet delivered e.g. Implementation of the agreed Single Assurance Framework scheduled to be delivered by June 2024, to give the Independent Improvement Board and DLUHC confidence that the Combined Authority is clear (and confident) in its journey of continuous improvement.</p> <p>It is anticipated that by the end of January the Combined Authority will have received feedback from DULHC and the External Auditor on any outstanding areas of concern.</p> <p>The pace of required improvement has meant the organisation will need to continue to focus on embedding the changes and be recognised as ‘this is how we work around here’ and also evidence this through KPIs or other indicators. The Combined Authority will only see the benefit of this investment and hard work if it looks to embed the required governance, way of working, delivery and culture, and understand how this supports transformational change to deliver ambitions for the region and evidences the impact of this.</p> <p>In February 2024 using the governance mechanisms already in place, it is proposed to:</p> <ul style="list-style-type: none"> <li>Review any identified outstanding areas of concern and how they might be addressed</li> <li>Close down identified improvement activity that is agreed to have been delivered.</li> <li>Learn lessons from this latest phase of improvement – and use going forward.</li> <li>Agree areas of ‘transformation/continuous improvement’ and where they sit in the revised 24/25 Directorate Business Plans currently being developed.</li> <li>Confirm outcomes and how impact will be measured (through a newly defined continuous improvement plan)</li> <li>Agree governance by the corporate management team in leadership, monitoring and reporting.</li> <li>Consider a potential revised role for the Independent Improvement Board, as set out in paragraph 2.9 of this report.</li> <li>Consult with key stakeholders on the proposed approach.</li> </ul> <p>In March 2024 it is proposed to:</p> <ul style="list-style-type: none"> <li>Report the proposed approach to Overview and Scrutiny Committee, Audit and Governance Committee, the Independent Improvement Board and also external observers.</li> <li>Seek agreement at the Combined Authority Board on 20 March 2024 to the proposed approach to Transformation/Continuous Improvement and any revised role and remit of the Independent Improvement Board</li> </ul>
2.11	<p><b>Independent Improvement Board engagement and future role</b></p> <p>The Independent Improvement Board (IIB) continues to meet formally on a bi-monthly basis where it receives a report by the Chief Executive on the progress of the Improvement plan. Constituent Chief</p>

	<p>Executives attended the IIB meeting on 16 January to discuss the opportunities that the developing future vision and deeper devolution will give the CPCA region and how all of the CA Board and officers need to work together.</p> <p>A note from the Chair, Independent Improvement Board which has been circulated to the CA Board and other key stakeholders on areas of assurance and those that require further focus is attached as Appendix B.</p> <p>The Chief Executive and senior officers continue to engage with IIB members on a regular basis and the IIB Chair key continues to meet key stakeholders.</p> <p>The feedback from external agencies may assess that the Combined Authority has addressed identified key concerns set out in the External Auditor’s letter and the Best Value Notice. With this, consideration needs to be given to whether there is an on-going role for the Independent Improvement Board; and if so, what this is and how this might best support the Combined Authority Board in the delivery of the stated ambitions for Cambridgeshire and Peterborough Combined Authority and the region.</p> <p>The remit and focus for the Independent Improvement Board was agreed in October 2022 by the Combined Authority Board and adopted by the Independent Improvement Board in January 2023.</p> <p>The current focus for the Independent Improvement Board reflected in the current Terms of Reference attached as Appendix C is to:</p> <ul style="list-style-type: none"> <li>• Provide external advice, support, challenge and expertise to Cambridgeshire and Peterborough Combined Authority to ensure focus, grip, pace and effective change on key areas identified.</li> <li>• Support the delivery of the Combined Authority Improvement Plan agreed by the Combined Authority Board.</li> <li>• 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.</li> <li>• 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.</li> </ul> <p>Following the discussion at the Independent Improvement Board meeting on 16 January a potential revised remit will be drafted and circulated to the Independent Improvement Board for consideration in February. The draft remit and terms of reference will then be shared with relevant Combined Authority Committees, and other key stakeholders; to be signed off at the Improvement Board meeting in March, considered by Audit and Governance and Overview and Scrutiny Committees and presented to the Combined Authority Board at its meeting on 20 March 2024 for agreement.</p>
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<b>3. Background</b>	
3.1	The proposals set out in this report build on the detailed report presented to Board in May 2023 that set out the reframed Improvement Plan and key deliverables .
3.2	<p>The Combined Authority Board meeting in May agreed the improvement plan to directly address the concerns raised by The External Auditor in June and October 2022, February 2023 and the Best Value Notice received in January 2023:</p> <ol style="list-style-type: none"> <li>1. Governance and decision making</li> <li>2. Project Plans and delivery</li> <li>3. Procurement</li> <li>4. Partnership working</li> <li>5. Confidence, culture and capacity</li> </ol> <p>And also:</p> <ol style="list-style-type: none"> <li>6. Improvement plan progress</li> <li>7. Independent Improvement Board engagement</li> <li>8. Conclusion of code of conduct investigation and safeguarding of staff</li> </ol>
3.3	The Independent Improvement Board (IIB) in May agreed the ‘RAG rating’ system to report progress against identified areas of activity set out in paragraph 2.3 – 2.7. Activity reported to the IIB on 11



	September and in this report uses the agreed RAG to measure progress against agreed outcomes and planned activity. The Improvement highlight report and RAG descriptions are set out in Appendix A.
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4. Appendices	
4.1	Appendix A. Improvement Highlight report, November and December 2023
4.2	Appendix B. Note from Chair, Independent Improvement Board, January 2024
4.3	Appendix C. Letter from Chief Executive to External Auditor, January 2024
4.4	Appendix D. Current Terms of Reference for the Independent Improvement Board

5. Implications	
Financial Implications	
5.1	The work of the Improvement Programme is continuing to improve Value for Money through its activities and help the Combined Authority both achieve and demonstrate Best Value. The current budget for the Improvement Programme is considered to be adequate for activities planned for the remainder of this financial year.
Legal Implications	
6.1	<p>The CPCA is required to consider the key areas of concern identified by the External Auditor in June 2022 and in the Best Value Notice received in January 2023. The CPCA Board has considered the recommendations and what, if any, action will be taken in response. In response, the CPCA Board agreed the Improvement plan in October 2022.</p> <p>The Combined Authority Board owns the Improvement Plan and as part of the process regular feedback is provided as in this report. As a Combined Authority, the CPCA operates within a highly legislated and controlled environment. Chapter 4 of the Constitution sets out the functions reserved to the Board.</p> <p>Paragraph 1.1 of Chapter 4 reserves certain functions to the Combined Authority Board including the adoption of, and any amendment to or withdrawal of certain plans and strategies including certain strategies and plans which the Improvement plan would fall under.</p>
Public Health Implications	
7.1	None
Environmental & Climate Change Implications	
8.1	None
Other Significant Implications	
9.1	None
Background Papers	
10.1	<a href="#">CA Board report 22 March</a> <a href="#">Best Value Notice</a> <a href="#">External Auditor letter</a>

<b>Agenda Item 11</b>	<b>Appendix</b>
<b>Improvement Plan update</b>	<b>A</b>

# Programme Level Highlight Report

*for the Period:*

1 November 2023 to 31 December 2023

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

**Period – 1 November 2023 – 22 December 2023**

**Lead Executive Director Overview**

I am pleased to present the highlight report for the Improvement Plan for November and December 2023.

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

Regarding the safeguarding of staff, the cross-party Hearing Panel of the Audit & Governance Committee met in November to consider the conclusions of the independent investigator's report. The unanimous decisions of the Hearing Panel are a matter of public record but, in the context of our improvement journey, I believe demonstrate that we have established effective processes to consider and conclude such matters, whilst also noting that we will continue to review and improve those processes as part of continuous learning and improvement.

The Board meeting in November also saw a number of workstreams once again return for endorsement and approval of our progress. For example:

Following Board approval of the draft Single Assurance Framework (SAF) in September and its subsequent submission to, and approval by, Government the Final SAF was approved. I am pleased to note that at present the CPCA is the only Combined Authority with a Government approved Assurance Framework that has been assessed under English Devolution Accountability Framework requirements. This places us at the forefront of this work and the team are to be congratulated on this achievement.

The Board also agreed significant revisions to the Officer Scheme of Delegation included within the Combined Authority's Constitution to bring them in line with the SAF, the procurement review and other work undertaken by the Improvement Programme.

Finally, Grant Thornton who have been commissioned by the LGA to develop key guidance on governance for Combined Authorities met with us to understand the new governance arrangements at the CPCA, the new SAF and the Performance Management Framework and how they all linked together to drive effective decision-making and delivery. It is expected that this feedback will form a significant element of the guidance being developed and is another example of how our improvement journey is placing us as an example of best practice amongst Combined Authorities.

At the IIB meeting in November progress on Improvement was warmly received. However, the IIB also reflected upon the Partnership Working theme and next steps. It was noted that an exercise had been completed to develop a series of case studies which will serve as a benchmark of progress with our partnership journey. These case studies will allow us to look across the partnership landscape, draw lessons for further improvement and from that

draw up the next stage of our partnerships action plan. The IIB asked that we use this work to set an ambitious baseline to embed partnership working across the authority, with a particular focus upon member activities.

Given this positive progress and based upon the information in this report, the direction of travel for the Improvement Programme, as demonstrated by the agreed RAG ratings, is positive with 4 themes rated as green & Partnerships rated as green/amber, meaning that delivery of all the agreed outcomes to time and budget is considered by the CMT (Corporate Management Team) workstream lead to be highly likely.

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

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



# Programme Governance

## Workstream Highlight Reports

<b>Governance and Decision Making</b>		
<p><b>Project Description:</b> To embed the governance structures &amp; constitutional changes agreed at CA Board, enabling sound decision making &amp; implementation. Create confidence and evidence to ensure external scrutiny of the CPCA (Cambridgeshire and Peterborough Combined Authority) governance arrangements is positive. Increase &amp; improve the representation on decision making committees &amp; boards of councillors from across the political spectrum.</p> <p><b>Project Outcomes:</b></p> <ul style="list-style-type: none"> <li>- Plan for embedding new structures</li> <li>- Review membership of committees, &amp; advisory groups</li> <li>- Review of BB (Business Board) role &amp; role of BAP</li> <li>- Develop Terms of Reference for each group</li> <li>- Create Financial Regs, Procurement Code &amp; SAF</li> <li>- Consideration of EDAF (English Devolution Accountability Framework) Requirements</li> <li>- Internal review of governance arrangements by A&amp;G (Audit &amp; Governance)</li> <li>- Review councillor representation</li> <li>- Guidance documents and training</li> <li>- Member remuneration</li> <li>- Review role of Scrutiny function</li> <li>- Review non-councillor membership in groups (CIPF code)</li> </ul>		
<b>Workstream Sponsor:</b>	Nick Bell	
<b>Project Manager/s:</b>	Louisa Simpson	
<b>PMO (Programme Management Office) Support:</b>	Heidi Robinson	
<b>Agreed Completion Date:</b>	30/05/2024	
<b>Forecast Completion Date:</b>	30/05/2024	
<b>Reporting Period:</b>		
01/11/2023 – 31/12/2023		
<b>Governance and Decision-Making Project Status</b>	<b>This Period:</b>	Green
	<b>Previous Period:</b>	Green
<b>Governance and Decision Making – November / December Project Update:</b>		
<p><b>Key Activities:</b> The project workstream have met and have moved forward several key activities linked to the Improvement Plan. The key activities undertaken this period:</p> <ul style="list-style-type: none"> <li>&gt; Training roll-out – specifically how the CA works in relation to the districts/unitary authorities.</li> <li>&gt; SAF &amp; EDAF links have been discussed and DLUHC have signed off the SAF and agree it is an exemplar for other authorities to reference.</li> <li>&gt; We have reviewed the risk register to ensure the risks reflect where we are in terms of governance – part of effective project management.</li> <li>&gt; The audit of governance has been completed &amp; the findings are being reviewed to ensure they are covered in the workstream.</li> </ul>		

**Engagement:**

The workstream group have agreed to move to monthly meetings which will jointly focus on progress and risks.

SAF sign off by DLUHC moves the framework to the next stage of implementation and the governance structures are in place to support this.

There is further work required in the Members arena to ensure that there is safe space for challenge outside of the formal CA Board, a space where they can agree joint purpose & focus.

Finally, the new Business Board and governance and processes are beginning to be embedded, the successful recruitment of new members supports this, and the Economic Development Group have met twice.

The scrutiny work undertaken by the CA is being considered as best practice, for example a case study has been provided to the Centre for Governance & Scrutiny (CfGS) to demonstrate the development of the scrutiny roles specific to Combined Authority. As a result, discussions are taking place with CfGS about how the scrutiny developments that have been undertaken could helpfully contribute to the guidance for CA scrutiny being developed by CfGS and other MCAs are now looking at what we have done with O&S as leading practice.

**Concerns/Issues:**

There are no concerns relating to the changes to Governance & Decision making, there is a requirement to focus on the training support for CMT colleagues with regards to ensuring the committees are utilised correctly for decision making. The Member arena is still an area for concern but the workstream are not able to influence this, this needs to be driven by CMT and the Mayor's Office.

**RAG Rating:**

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

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

Further good progress has been made on this workstream during November and December. The Board decision on 29<sup>th</sup> November to approve the SAF and its implementation plan (following its sign off by the DfE, DfT, DLUHC and the relevant DLUHC Director) and the approval of a revised scheme of officer delegations were important milestones for us.

Much work was also undertaken to develop a more open and transparent process for the refresh of the Corporate Strategy and the Medium-Term Financial Plan, which included strong engagement with key partners, constituent councils and the Overview & Scrutiny Committee leading up to the draft MTFP being approved for consultation on the 29<sup>th</sup> of November. Specific training on budget scrutiny was also provided to the Overview & Scrutiny Committee Members during this period.

Although not a specific deliverable in this workstream, the conclusion of the Code of Conduct at the Hearing Panel on the 14<sup>th</sup> of November was a major step for the Combined Authority, and Audit & Governance Committee will review lessons learned from the process at its future meetings.

Overall, I am pleased with progress on this workstream which remains on track to deliver its key outputs by the end of the year.		
<b>Governance and Decision Making - Key Milestones/Activities this Period:</b>		<b>Status</b>
1	Expansion of Shareholder Comm to Investment Committee – in line with the agreed SAF	Ongoing
2	Agree officer support requirements for O&G	Ongoing
3	Complete BB governance changes	Ongoing
<b>Governance and Decision Making - Key Milestones/Activities Planned for Next Period:</b>		
1	Expansion of Shareholder Comm to Investment Committee – in line with the agreed SAF	
2	Agree officer support requirements for O&G	
3	Complete BB governance changes	
4	Implementation plan development for SAF	
<b>Governance and Decision Making - Project Risks:</b>		
	<b>Risk Description</b>	<b>Mitigation</b>
1	Financial instability of partner Authorities	"Stay aware of the financial health of partner authorities. Working with Section 151 Officers - Nick Bell organised 151 group."
2	Scrutiny role not developing in line with EDAF expectations	Financial planning workshops and training. Monitoring Officers have been contacted regarding workshops with other O&S (Overview & Scrutiny) committees.
<b>Governance and Decision-Making Report Completed By:</b>		<b>Louisa Simpson</b>
<b>Completion Date:</b>		<b>19/12/2023</b>

## Procurement

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

**Project Outcomes:**

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

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

<b>Reporting Period:</b>	01/11/2023 – 31/12/2023	
<b>Procurement Project Status</b>	<b>This Period:</b>	Green
	<b>Previous Period:</b>	Green

**Procurement – November / December Project Update:**

**Activities:**

- > Recruitment of procurement staff to support new structure – completed. The Contract Manager post is in train. The JD being written and expected to be advertised by January.
- > Procurement training for all staff – this has been issued and staff are completing.
- > Complete the development of standard templates for procurement documentation – not completed yet, will be on the HUB, completed by 31 December 2023.
- > Agree a scheme of "Delegated Procurement Authority" (Delegated Authority) – this is linked to sign off the SAF which was signed off at the CA Board on the 29th of November 2023, the updating of contracts is also linked to this decision point at Board.
- > The procurement Hub, completed by the end of November 2023.
- > The comms strategy to support the roll out of the procurement hub and support documents is being developed due to be completed by December 2023.
- > Development of Procurement KPIs, links have been made with the Strategy & Policy Team to support the development of KPIs.



**Engagement:**

The subgroup is moving to monthly meetings to monitor progress & risk. The SAF been signed off by DLUHC – this supports the requirement for Procurement involvement in Business Case development.

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

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

**Issues/Concerns:**

Currently there are no issues or concerns, the delivery of the action plan and outcomes is on target and is happening at the required pace.

**RAG Rating:**

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

**Procurement: Workstream Sponsor Comments:**

Further positive progress has been made during November and December. The new procurement hub to provide a single point of contact for the Combined Authority on procurement and contract management issues has been launched, new documentation has been completed for procurement and Grant Funding Agreements and is being rolled out to relevant staff, and basic training on procurement has been rolled out to every member of staff of the Combined Authority. More specific training for complex procurements and for contract managers has been sourced for relevant officers and will be delivered in January and February. Further KPIs to help demonstrate how procurement is delivering best value and social value have been developed and will be rolled out early in the New Year.

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

<b>Procurement - Key Milestones/Activities this Period:</b>		<b>Status</b>
<b>1</b>	Engage HR to support any potential contractual changes to support SAF	Ongoing
<b>2</b>	Complete Contract Manager recruitment	Ongoing
<b>3</b>	Launch Procurement Hub	Ongoing

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

<b>1</b>	Engage HR to support any potential contractual changes to support SAF
<b>2</b>	Complete Contract Manager recruitment
<b>3</b>	Launch Procurement Hub
<b>4</b>	Develop KPIs linked to Procurement

**Procurement - Project Risks:**

	<b>Risk Description</b>	<b>Mitigation</b>
1	Financial delegations not agreed by Board	Working closely with the Board to ensure there is agreement of the delegated financial options proposed.
2	Fail to demonstrate Best Value in Procurement	The documents being developed are focused on achieving the outcomes required to achieve best value. We have engaged external support to ensure delivery on time. The Policy team are assisting with developing Procurement KPIs using the approved Performance Management Framework.
3	Procurement staff are not retained leading to loss of necessary skills and experience	Provide appropriate induction upon employment commencing, training opportunities to develop skills, provide a scope of work that is interesting to the individual and captures their attention, ensure inexperienced staff are engaged in all staff events to embed positive culture and new values. Finally, ensure staff progression is clear, membership opportunities are in place and a clear training and support plan is in place.
4	Contract & Grant Register not up to date	The Contract Register is complete, and discussions are being held on how far back the dates should go. New Procurement Officers will keep on top of this work until the new Contract Manager comes onboard.
5	Procurement and Contract Management training does not improve Officer knowledge.	Thorough research to ensure best provider secured to deliver the training. Contacted providers who can tailor the training to our processes and contextualise the learning to promote further embedding. Training to be reviewed regularly and could be incorporated into appraisal process.
<b>Procurement Report Completed By:</b>		<b>Louisa Simpson</b>
<b>Completion Date:</b>		<b>19/12/2023</b>

## Project Plans and Delivery

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

**Project Outcomes:**

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

<b>Workstream Sponsor:</b>	Steve Cox
<b>Project Manager/s:</b>	Jodie Townsend
<b>PMO Support:</b>	Thomas Farmer
<b>Agreed Completion Date:</b>	31/06/23
<b>Forecast Completion Date:</b>	30/06/23

<b>Reporting Period:</b>	01/11/2023 – 31/12/2023
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<b>Project Plans and Delivery Project Status</b>	<b>This Period:</b>	Green
	<b>Previous Period:</b>	Green

**Project Plans and Delivery – November / December Project Update:**

**Key Activity**

The key activity since the draft SAF was approved at the September Board meeting has been focused on the Single Assurance Framework, this has involved liaison with Government Departments to seek clearance of the SAF, as well as preparing the report required for Board consideration on 29 November and developing the SAF implementation plan.

The SAF was approved by the DLUHC, DfT and DfE review teams and was officially signed off by the relevant DLUHC Director on 20<sup>th</sup> November. DLUHC and DfT provided some advice on elements of the SAF that could be worded more effectively during the review process, this advice has been taken on board in full and incorporated into the final SAF document.

It is our understanding that at present the CPCA is the only Combined Authority with a Government approved Assurance Framework that has been assessed under English Devolution Accountability Framework requirements.

Board considered proposals for the publication and implementation of the SAF on the 29th of November, the proposals were to implement SAF Phase A between January and May 2024 and to implement SAF Phase B between January and June 2024. SAF Phase C will be implemented following the Board AGM in June 2024 as it requires the appointments to be made to the new Investment Committee.

Board approved the implementation report as presented which now shifted the focus in December onto implementation. In early December, the Project Manager and PMO have met to discuss and review the implementation plan.

A significant amount of work has been undertaken in support of the implementation, embedding and upskilling required that sits around the Single Assurance Framework regarding training. The Project Lead (Heidi) leading on training has engaged with the Association of Project managers (APM) to schedule the following:

- Scheduled APM PFQ training – arranged for 30 CPCA staff and 34 Partners.
- Scheduled APM PMQ training – arranged for 26 CPCA staff and 31 Partners.

Heidi is also currently in the process of making arrangements for business case training for both CPCA staff and Partners (mainly Constituent Council Officers). All this upskilling is vital in support of implementing and embedding SAF.

Grant Thornton, who have been commissioned by the LGA to develop key guidance on governance for Combined Authorities met with the Project Manager who took them through the new governance arrangements at the CPCA, the new SAF, the PMF and explained how they all plugged into each other to drive effective decision-making and delivery. It is expected that this feedback will form a significant element of the guidance being developed.

Further work to develop the Performance Management Framework has been completed in preparation for presentation to Overview and Scrutiny Committee on 27 November and Board on 29 November.

The presentation of the Corporate Performance Report has been adapted in response to member feedback. The Balanced Scorecard is now a more central element of the report; the narrative element of the exception report on red rated metrics has been removed from the covering paper; and further commentary has been added on the overall trends of the time series data. An additional RAG rating system has been introduced to aid interpretation of performance data: metrics are now RAG rated against target (where available) in addition to being RAG rated against direction for improvement.

The Office for Local Government (Oflog) is developing a dashboard that compares performance data across similar local authorities. A beta version of the Local Authority Data Explorer has been launched with a handful of metrics and further metrics will be released in tranches. The Combined Authority has responded to a consultation providing feedback on the draft metrics. The Oflog metrics will inform our further development of the Corporate KPIs.

A 'State of the Region Review' project is being co-produced and co-delivered with constituent authorities, Higher Education (HE) institutions and the ICS. It has entered delivery phase and will create a relevant, reliable and accessible 'State of the Region' review of the current state of the Cambridgeshire and Peterborough Region. Findings from the review will be presented accessibly in a suite of communications resources including a report, video and an interactive dashboard embedded in the Cambridgeshire and Peterborough Insight website.

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

The Combined Authority is developing plans to establish and embed an effective performance management culture for the organisation. This will include training for members and officers, and appointment of data champions. An initial all-staff Introduction to the Performance Management Framework session has been scheduled for 4 December.

Following on from the approval of the Risk Management Framework at the 20<sup>th</sup> of September Board, we have moved to the implementation stage of the framework. The risk software, (4Risk), is being rolled out to all CPCA directorates so from December all risk reporting will be centralised and be available to all relevant staff. Risk software training has been scheduled with all services this month.



The detailed risk reporting that has been available at a corporate level will now be available at service level. It is expected that all risk reports to each respective board or committee follow an agreed format, (risk register, heat map and risk dashboard). This will allow members and the corporate management team access to the latest risk information and support informed decision making.

A significant amount of preparation work has also been undertaken in November to prepare for the Internal Audit of the Project Plans & Delivery workstream with interviews taking place in early December.

The clearance of the SAF by Government and the development of an implementation plan are significant steps for the Combined Authority. The project team are confident that they are on track to successfully deliver the outstanding actions within the workstream and to successfully embed the three new frameworks. As a result, the RAG rating of GREEN reflects the view that the project team believe the workstream is being delivered in line with the timetable and budget.

## **Engagement**

### Single Assurance Framework (SAF)

The focus of engagement work relating to the SAF has been around DLUHC, DfT and DfE engagement in support of the Government clearance process.

Engagement work has been undertaken to continue to develop understanding of the SAF and to develop key templates and guidance that will be produced in support of the SAF. This has involved a workshop with the CPCA Governance Team to discuss how to embed behaviours required by the SAF in alignment with embedding good governance behaviours across the CA.

A workshop was also held with the CPCA PMO to take them through SAF and provide some examples of how certain projects would go through it, this is particularly important as the PMO need to be the guardians of the SAF and play a key enabling role in its future application. This is a key task to ensure the appropriate knowledge transfer is delivered from the Interim who is the Project Manager to the PMO team.

There has also been a PMO session with the Project Manager to initially discuss business case routes through the SAF, this conversation was also undertaken with the Economy & Growth team in the CPCA. In December, another workshop took place to discuss and review the SAF implementation plan.

The Economy & Growth Team have been provided with a SAF overview this month and will be engaged more significantly in the coming months to feed into the development of key templates.

An information session on the SAF took place with the Transport Team to provide an overview of the three key phases within the SAF and how it would impact the Transport Team.

To support the upcoming internal audit of the workstream a chronology of meetings and key data, change requests, key decisions, and an overview of the origins of the workstream and the governance of the workstream have been produced to be provided to the Internal Audit team.

The planned engagement session with Huntingdon Council which was originally scheduled in November took place in early December, the session was extremely positive.

Finally, the Project Manager attended the Combined Authorities Assurance Network at the end of November to set out details of the SAF and answer any questions on its content in relation to EDAF.

## Risk Management Framework

Engagement this month has concentrated on the implementation of the Risk software and training for nominated officers.

All directorate and service level officers have been included across the Authority.

A further engagement session with the M10 Assurance group is planned for the 23<sup>rd</sup> of November.

### **Key Issues:**

1. There are no identified key issues at present.

### **RAG Rating Rationale**

The rating of Green is a continuation from the previous Green rating on the previous Highlight Report and a reflection of the confidence within the workstream.

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

The approval of the SAF by Government is a significant step not just in delivering this workstream but also in demonstrating the robustness of improvements being delivered through the Improvement Plan. The November Board meeting provided a further opportunity for strategic level discussion of the SAF and agreement on its implementation, all of which was supported unanimously. Focus now means to implementation of SAF and the PMF.

<b>Project Plans and Delivery - Key Milestones/Activities this Period:</b>		<b>Status</b>
1	Complete detailed implementation plan for SAF in alignment with Board approved implementation dates	High level implementation plan agreed by Board on 29 November, subsequently implementation project group established and detailed implementation plan completed.  Focus is on ensuring knowledge transfer and handover from Project Manager to PMO during implementation
2	Complete roll out of Risk software to services and supporting training for users.	Ongoing

### **Project Plans and Delivery - Key Milestones/Activities Planned for Next Period (January 2024):**

1	Set up and operation of SAF Implementation governance arrangements and feed into Project Plans & Delivery workstream
2	Draft Business Case templates & guidance drafted
3	Delivery of January actions detailed in SAF implementation plan

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

	<b>Risk Description</b>	<b>Mitigation</b>
1	PMO strengthened Mandate – Funding not available	SAF has been developed to be applicable with or without additional PMO resources, however additional resource is required to meet objectives of full SAF delivery, meet Constituent Council asks and develop the PMO centre of excellence approach requested by Board in Improvement Plan.

		Discussions have taken place with Finance to ensure required resource is understood and a further meeting will be arranged to discuss detailed proposals.
2	CPCA staff upskilling and implementation of SAF is not sufficient	Lunch and Learn session already held and staff video released. Further plans to engage and train staff to be set out in Implementation Plan.
3	IT systems not provided to deliver PMF (Performance Management Framework) and SAF	Specification being developed as part of Project Plan requirements, initial discussions regarding procurement have already taken place with Finance.
4	CPCA unable to recruit required Analyst resource	Additional Analyst capacity is required to support full implementation of the Performance Management Framework. Budget and establishment are in place, but the recruitment market for analysts is highly competitive. A shared services model with Cambridgeshire County Council is being explored as an alternative resource.
<b>Project Plans and Delivery Report Completed By:</b>		<b>Jodie Townsend</b>
<b>Completion Date:</b>		<b>21/12/23</b>

## Partnership Working

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

**Project Outcomes:**

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

<b>Workstream Sponsor:</b>	Richard Kenny
<b>Project Manager/s:</b>	Peter Tonks
<b>PMO Support:</b>	Heidi Robinson
<b>Agreed Completion Date:</b>	29/03/2024
<b>Forecast Completion Date:</b>	29/03/2024

<b>Reporting Period:</b>		01/11/2023 – 31/12/2023	
<b>Partnership Working Project Status</b>	<b>This Period:</b>	Green	Amber
	<b>Previous Period:</b>	Green	Amber

**Partnership Working – November / December Project Update:**

In the last report we advised that discussions with the constituent councils’ Chief Executives indicated that in their view the Combined Authority is working collaboratively across the region and that relationships and partnership working are no longer broken (as was previously suggested back in 2020).

Considering this, the direction of the workstream changed to focus firstly on demonstrating how such collaborations and partnerships have worked to deliver better outcomes for the Region and secondly form a view as to what further lessons and improvements we might propose.

Accordingly, an exercise was completed to collate evidence and case studies across key projects that have been or are currently being undertaken in each Directorate where collaboration, partnership working and building effective relationships have been instrumental in achieving the desired outcomes for the Combined Authority, its partner organisations, and the region.

The evidence base was completed, and a report was presented for consideration to IIB (Independent Improvement Board) for guidance on the next steps to take regarding the workstream overall.

The view of the IIB was that the case studies provided a wealth of evidence of progress in partnership working. However, it concluded that it would be premature to conclude the workstream based upon this evidence. The IIB felt that there was scope in the member arena for further work to build a framework and culture that promoted a consensus-based approach to discussion and decisions.



The next step therefore is to build a revised Improvement Workstream Plan clearly outlining the next stages and expected outcomes. In the meantime, the IIB felt that a RAG rating of Green/Amber would reflect both achievements to date, but a level of confidence in meeting challenges ahead.

**Issues**

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

**RAG Rationale**

The RAG Rating for this workstream is Green/ Amber. It is clear from both partner and IIB feedback contained within the evidence collected to date that significant progress has been made and partners believe that the CA commitment to partnership working is good. The next steps are to embed this partnership ethos into the culture and practices, with a particular focus on the CA Board and other member led activities.

**Partnership Working: Workstream Sponsor Comments:**

The project team’s work to date demonstrates that there is confidence that the work being undertaken to evidence our commitment to partnership working will demonstrate that CPCA recognises the value of working with public and private partners to achieve more efficient and effective policy development, economic growth and investment, better services, and customer-focused outcomes.

The reflections of both DLUHC and the IIB remind us that successful partnership working will be central to our ambitions for the CA, devolution and the lifting of the BV notice and I look forward to collaborating with the team to frame the next steps for this workstream.

<b>Partnership Working - Key Milestones/Activities this Period:</b>		<b>Status</b>
1	Complete a workstream plan for the next phase of this workstream	Ongoing

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

1	
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**Partnership Working - Project Risks:**

	<b>Risk Description</b>	<b>Mitigation</b>
1	Once the Improvement Plan is complete there is a risk that as focus is removed from partnership working, the partnerships will become ineffective.	Ensure the importance of Partnership Working is embedded in the Single Assurance Framework.

<b>Partnership Working Completed By:</b>	P Tonks
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<b>Completion Date:</b>	18/12/2023
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## Confidence, Culture and Capacity

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

Project Outcomes:

Ambition and Priorities:

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

Values and Behaviours:

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

Leadership:

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

Recruitment, Retention, Reward and Resources

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

<b>Workstream Sponsor:</b>	Kate McFarlane
<b>Project Manager/s:</b>	Peter Tonks
<b>PMO Support:</b>	Heidi Robinson
<b>Agreed Completion Date:</b>	29/03/2024
<b>Forecast Completion Date:</b>	29/03/2024

<b>Reporting Period:</b>	01/11/2023 – 22/12/2023	
<b>Confidence, Culture and Capacity Project Status</b>	<b>This Period:</b>	Green
	<b>Previous Period:</b>	Green

**Confidence, Culture and Capacity – November / December Project Update:**

**Key Activities undertaken this period include:**

Ambition and priorities

- Tenders have been scored for the delivery of State of the Region and a consultancy has been appointed. The consultants met with the State of the Region Partner Technical Group on the 15<sup>th</sup>

of November to commence work. In terms of the Vision piece of work, tenders have been received and evaluation/interviews completed. Consultants Prior+Partners have been appointed; mobilisation planning is underway.

- Q2 Corporate Performance Report was presented to November Board as planned.

### Leadership

- The second development session for members took place on 22<sup>nd</sup> November with a focus on 'Budget Scrutiny', nine members including the Chair attended the session and it included a wide-ranging discussion, which all Members were engaged in and found helpful.
- This was followed by the third session, 'Code of Conduct' on the evening of 6<sup>th</sup> December which again was well attended (circa twenty members including some Board members) and well received.
- A further Executive Director Seminar has also taken place, focussing on the Place & Connectivity Directorate.

### Values and behaviours

- Feedback from the fourth staff conference and workshops has been reviewed and the information is available for staff on the newly re-launched Central CPCA Hub. The feedback has also been used to inform the development of the next staff survey which was launched on 6<sup>th</sup> December alongside a video detailing some of the changes made in response to staff feedback. Findings from the survey will be shared at the next staff conference scheduled for the 1<sup>st</sup> of February. Planning is well under way for this.
- Findings and recommendations from the external review of Communications, Engagement & Public Affairs has been shared with constituent Councils and partners engaged in the review, with an offer for further 1:1 meetings to discuss outcomes and next steps. Phase One of the plan, which was derived from the communications review has been completed and this includes the confirmation of three key posts (Head of Service, Corporate Communications Manager and Public Affairs & Stakeholder Engagement Manager) within a newly integrated Communications, Engagement & Public Affairs Team. Additionally, a new approach to campaigns and engagement is being trialled using the launch of the "Road to Better Buses" campaign at the end of November, and through the Corporate Plan and MTFP consultation.

### Recruitment, retention, reward, and resourcing

- New Recruitment and Selection Training has been signed off by CMT on 20<sup>th</sup> November and communications are due to go out to managers w/c 27<sup>th</sup> November regarding the commencement of training. The new procedures aim to ensure an efficient, fair, and merit-based approach to hiring, while revising appraisal processes to empower staff to excel in their roles.
- Mid-year reviews with staff have been completed. This provides an opportunity to reinforce our values and behaviours with staff and ensure they are being adhered to and encouraged. We are still collating documentation and feedback but so far, the information is encouraging with 89% of reviews currently confirmed as completed.

### **Engagement**

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

These include Vision and State of the Region Working Group established, and engagement between consultants and partners via the State of the Region Partner Technical Group underway; Engagement with relevant partners to produce and present the Q2 Performance Report;

Engagement with members through development sessions; and information sharing with constituent councils and partners regarding the communications review.

Several engagement activities have also now shifted from the workstream into business as usual including; Regular updates via the Happenings newsletter and the CEX weekly email 'A View from the Bridge'; The promotion of HR policies and procedures through lunchtime drop-in sessions and virtual and physical 'Ask HR sessions'; and the continuation of wider communications through 'all-staff' meetings and briefings accompanied by vlogs and videos from senior officers to embed our values and behaviours.

Further, work continues the members Hub with a planned launch for January 2024. This is an online area which will be used for information sharing and dissemination. This will be accompanied by a Members' Newsletter, also planned for release in January.

### Key Issues

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

### RAG Rationale

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

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

Work on this improvement theme remains on track with procurement of consultants for two key pieces of work State of the Region and development of a Shared Vision completed. The Q2 performance report has been considered at scrutiny and the Board. The recruitment of two senior roles has concluded, with the role of Executive Director for Place & Connectivity confirmed. There has been an excellent completion rate of Mid-Year Reviews (LEAPs), the first time these have been completed and a range of training underway for staff including for new line managers. The findings of the external communications review have been shared with constituent Councils and partner organisations who fed into the review. The focus is now on implementing the recommendations and key actions. Implementing those actions requires a clear internal focus and accordingly Phase 1 staffing changes have now been made but also working differently and collaboratively with a broad range of partners on agreed communication, engagement & lobbying priorities.

Confidence, Culture and Capacity - Key Milestones/Activities this Period:		Status
1	Executive Director Seminars	Place & Connectivity - Complete
2	2 <sup>nd</sup> & 3 <sup>rd</sup> Member Development Session	Complete
3	Communication plan continued development and implementation	Phase One Complete
4	Staff survey development/readiness for launch	Survey launched
5	Staff conference planning	In progress – set for 1 <sup>st</sup> February
6	Recruitment and Selection Training	Training approved
7	Recruitment and Selection communications	Complete
7	Commence enrolment onto Leadership Development Courses in collaboration with Cambridgeshire County Council	In progress
8	Commence delivery stage of State of the Region and Vision	Delivery stage commenced



<b>Confidence, Culture and Capacity - Key Milestones/Activities Planned for Next Period:</b>		
1	Executive Director Seminars to continue	
2	Staff survey analysis	
3	Planning for February staff conference	
4	Recruitment and Selection training commences	
5	Fourth member training session (Effective Committee Membership)	
6	Continue delivery of communications, engagement & public affairs implementation plan, especially Phase 2 recruitment	
7	Continue delivery of State of the Region and Vision	
<b>Confidence, Culture and Capacity - Project Risks:</b>		
	<b>Risk Description</b>	<b>Mitigation</b>
1	The workstream encompasses many facets of the organisation and is intertwined with BAU (Business as Usual) activities. This means there is a risk of scope creep which could shift focus to tasks and activities that are not a priority and do not directly impact upon tangible outcomes for the Improvement Plan. There could also be an impact upon capacity whereby project staff/other CPCA project resources are not used as intended.	Clearly define what is in and out of scope. Do not add tasks or actions to the project plan without a whole project team review. CMT have agreed to review items classed as BAU to ensure focus is maintained within the IP timetable.
2	Members can be perceived as the 'face' of the CA given their public profiles/roles. If they are unwilling or unable to engage properly in developmental activities, they may not demonstrate that change has happened/been effective (even if change has been a success for officers and staff).	Continue to plan and support Board Activities/Member Development. Seek formal feedback. Encourage and track attendance at staff and member development sessions.
3	The Confidence, Capacity and Culture Workstream relies on acceptance of change across staff and members. Whilst, training sessions, process, workshops, and internal communications will drive and encourage this, the change must be accepted. Some staff and members may not accept the changes. Depending upon several factors (i.e., which staff or members do not accept, how their rejection of change is voiced/heard, how many staff/members do not accept change) the effect can be significant and can undermine the outcomes for the workstream.	Continue to outline the benefits of the changes via staff forums, conferences etc.
<b>Confidence, Culture and Capacity Completed By:</b>		P Tonks, K McFarlane
<b>Completion Date:</b>		18/12/2023

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

Set out below is the methodology adopted.

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

<b>Agenda Item 11</b>	<b>Appendix</b>
<b>Improvement Plan update</b>	<b>B</b>

**Independent Improvement Board for the Cambridgeshire and Peterborough Combined Authority: Key Outcomes from January meeting.**

The Independent Improvement Board (IIB) met on 16 January. Several constituent council chief executives joined the meeting to share their perspectives on the progress made over the last 18 months and to discuss the required next steps.

The IIB found chief executives' observations considered and helpful. They were reflective of the impact of the positive changes that have flowed from the Combined Authority's focus on the delivery of its Improvement Plan and of the strengthening working relationships at senior officer level. To maximise the benefits of the Combined Authority opportunity, the reach of these relationships needs to be extended throughout each and all of the organisations involved.

The Combined Authority's Chief Executive updated the IIB on progress against the key areas of concern raised by the External Auditor and the Best Value Notice. This covered each element of the Combined Authority's Improvement Plan. The IIB reflected on the RAG rating of one particular workstream, in response to which the Chief Executive has revisited the rating. As on previous occasions, the IIB is encouraged by the progress made. Given this, it does feel appropriate for the Corporate Management Team to consider appropriate transitional arrangements that embed the changes made in working practices, supported by an appropriate emphasis on continuous improvement. This will need to be managed in a way that ensures progress continues to be visible and the IIB has sought confirmation that resources have been secured for the Project Management Office envisaged.

For the full potential of the Combined Authority to be realised, the IIB would encourage the Board and the senior teams in the constituent councils to invest appropriate time and energy in the development of its vision for Cambridgeshire and Peterborough, accompanied by an appropriate delivery strategy. The IIB does not underestimate the challenge of dedicating the required time for this, but it is critical and constituent council chief executives have been considering ways in which they might be able to support Leaders in this endeavour. If there are some who are reticent about participating fully at this stage, this should not hold back those who want to expedite this work. But the door should always be left open for others to join when they feel ready too.

Cambridgeshire and Peterborough's planned presence at UKREIIF has the potential to help bring focus to the work on vision, so that the region is able to present a succinct, distinctive and credible articulation of its potential in a way that will help entice investment. To be impactful, the vision needs to be articulated consistently by the CA Board as a whole. The IIB's March meeting could be an opportunity to 'test' the region's pitch in advance of UKREIIF.

Finally, it has been suggested that it might be helpful for the IIB to remain in place for the next stage in the Combined Authority's improvement journey. The IIB stands ready to assist, if this is judged to be helpful.

**Richard Carr**

**Chair, Independent Improvement Board**

14 December 2023

Mark Hodgson  
Associate Partner  
Ernst & Young LLP (Local Auditor)

By email only: [MHodgson@uk.ey.com](mailto:MHodgson@uk.ey.com)

Dear Mark

**Progress against identified areas of concern set out in letter dated June 2022**

Now that the Code of Conduct investigation and hearing has concluded, I believe it is timely to write to you to update you on progress against the key actions required by the Authority to address the significant governance weaknesses set out in your letter to John Pye - Independent Chair of Audit & Governance Committee - in June 2022.

I note the communications between yourself and the interim Chief Executive, Gordon Mitchell, on the progress made prior to my appointment and the specific areas you identified in your letter dated 17 March 2023 that still needed to be addressed. I believe we have made further and significant progress on the concerns you raised.

Since joining CPCA in June 2023, I have led the overall improvement activity supported by my Corporate Management Team. Nick Bell, Executive Director Resources and Performance, chairs the Improvement Group to ensure planned progress is made, dependencies and risks are addressed and that the programme highlight report is signed off en route to the Audit and Governance Committee, the Overview and Scrutiny Committee, the Combined Authority Board, the Independent Improvement Board, and the quarterly meetings with the Department for Levelling Up, Housing and Communities.

Now that the Code of Conduct investigation has concluded, the Decision Notice has been published and recommendations from the Hearing Panel are being implemented, I believe that all the areas of concern set out in your letter to John Pye in June 2022 have been addressed. As you know, this was part of our introductory conversation when we met in early July when you were clear the outstanding issue was the conclusion of the Code of Conduct investigation.

The key concerns were:

***Addressing the significant employee related matters emanating from the whistleblowing notification and ensuring that all Authority employees are appropriately safeguarded is of paramount importance. The Authority also needs to be mindful of the impact that implementing these safeguarding actions has on the Senior Management employees taking those actions.***

The Hearing panel met on 14 November 2023 to determine the Code of Conduct complaint against the Mayor. The panel unanimously agreed with the findings of the independent investigator that the Mayor had breached the Members' Code of Conduct regarding Civility and Disrepute and unanimously agreed that the following sanctions and recommendations would be appropriate:

Sanctions

1. Publish the Findings in the Decision Notice.
2. Report the Findings to the Combined Authority Board.

2nd Floor, Pathfinder House  
St Mary's Street  
Huntingdon  
Cambs  
PE29 3TN



3. The Mayor to provide a written apology for the Decision Notice and consult with the Monitoring Officer on the appropriateness of providing a written apology directly to one or more of the complainants.
4. The Mayor to provide an undertaking not to repeat his behaviour, and to agree with the Chief Executive an appropriate development and training programme to take place over the next six months; this should include the appropriate HR best-practice when operating in a senior Member role.

#### Recommendations

1. The Combined Authority Board to agree a comprehensive Induction process for whenever a new Mayor takes up their appointment.
2. Audit & Governance Committee to review the relevant parts of the Constitution, in light of the lessons learned from this first Sub-Committee hearing and make recommendations to the Combined Authority Board.

Following the hearing, the Mayor has apologised to two complainants in writing. The Monitoring Officer sent the Mayor's apology to the complainants on 17 November 2023. In addition, the Mayor has provided a written apology which is annexed to the Decision Notice. The Mayor has also provided an undertaking as requested by the Hearing Panel which is annexed to the Decision Notice.

The Monitoring Officer considered carefully the public interest of this investigation and what should or should not be published and sought legal advice from both a large international firm of Solicitors and, separately, from a King's Counsel highly experienced in Public Law to enable the Audit & Governance Committee to make appropriate and balanced decisions. Following that external advice, as well as taking into consideration the views of the Independent Investigator and the Independent Person, it was decided not to publish the Independent Investigator's report as it contained the names of many individuals who had been interviewed, not all of whom had given consent for their names to be placed into the public domain. Instead, a detailed summary of the Independent Investigator's report was provided as part of the Decision Notice.

I believe the process has been managed appropriately and effectively, albeit that it has taken longer to conclude than any party would have liked, and that it brings to a conclusion the Code of Conduct issues relating to the Mayor.

To embed a culture that supports and protects staff, a set of clear values for both Officers and Members (CIVIL - Collaboration, Integrity, Vision, Innovation, Leadership) was agreed by the Combined Authority Board in January 2023 following extensive consultation. The 'CIVIL' values have been embedded into HR policies (including whistleblowing and grievance) agreed by the Employment Committee in March 2023. Training for managers has, and will continue, to take place.

I have worked closely with the two other Statutory Officers to set out a training and development programme for the Mayor. This was part of the sanctions imposed on the Mayor by the Hearing Panel and the programme will take place during January and February next year, which is well within the six month period stipulated by this sanction.

***Appropriate leadership capacity to be able to deliver its objectives and statutory responsibilities. In order to do so, we believe more formal intervention is required, and expeditious discussions with the Authority's sponsoring department to this end are time critical.***

The current leadership and departmental structure was agreed by the Combined Authority Board in October 2022. A copy of the current structure is attached for your information.

All senior leadership team roles are currently filled by either a permanent appointment or temporary highly skilled and experienced individuals providing capacity and leadership to the agendas to be delivered.

A support structure is also now in place for the Mayor's office as well as a protocol and set of working arrangements for all staff.

This increased and stable team has provided capacity to enable a suite of governance and related policies and guidance to be developed, agreed by the Combined Authority Board, and implemented, including:

- A new Constitution for the Combined Authority
- Revised Officer / Member protocols
- Refreshed Procurement guide and protocols
- A Single Assurance Framework signed off by three government departments
- A Risk Management Framework developed in conjunction with RSM to ensure best practice
- A Performance Management Framework that provides a holistic view of how well the Combined Authority is delivering against its strategic objectives, and
- A Corporate Strategy and linked Medium Term Financial Plan

The Combined Authority continues to work closely with the Independent Improvement Board (IIB) which meets formally on a bi-monthly basis to report progress against the Improvement Plan. Richard Carr, the IIB Chair, continues to engage with the Combined Authority Board, Chief Executives of Constituent Councils, and the Combined Authority's Corporate Management Team. He also reports to the Combined Authority Board and key stakeholders on the IIB's level of assurance on the progress on the Improvement Programme being reported and any areas that the IIB believe require continued focus.

The Combined Authority and IIB Chair also continues to engage on a regular basis with the Department for Levelling up, Housing and Communities, the most recent meeting taking place on 5 December 2023.

I believe that the Combined Authority Management team has fully addressed the concerns you set out in your letter dated June 2022 and in doing so has built increased capacity, sustained momentum and a culture of continuous improvement to confidently address any future challenges.

I would welcome the opportunity to discuss the points I have set out above and trust that this update will support the value for money assessment you will present to the Audit and Governance Committee at its meeting on 26 January 2024. Prior to this meeting it would be helpful if you could respond to this letter and, if you are in agreement that the actions you required the Combined Authority to complete from your previous letters have now been actioned, to note that within your response.

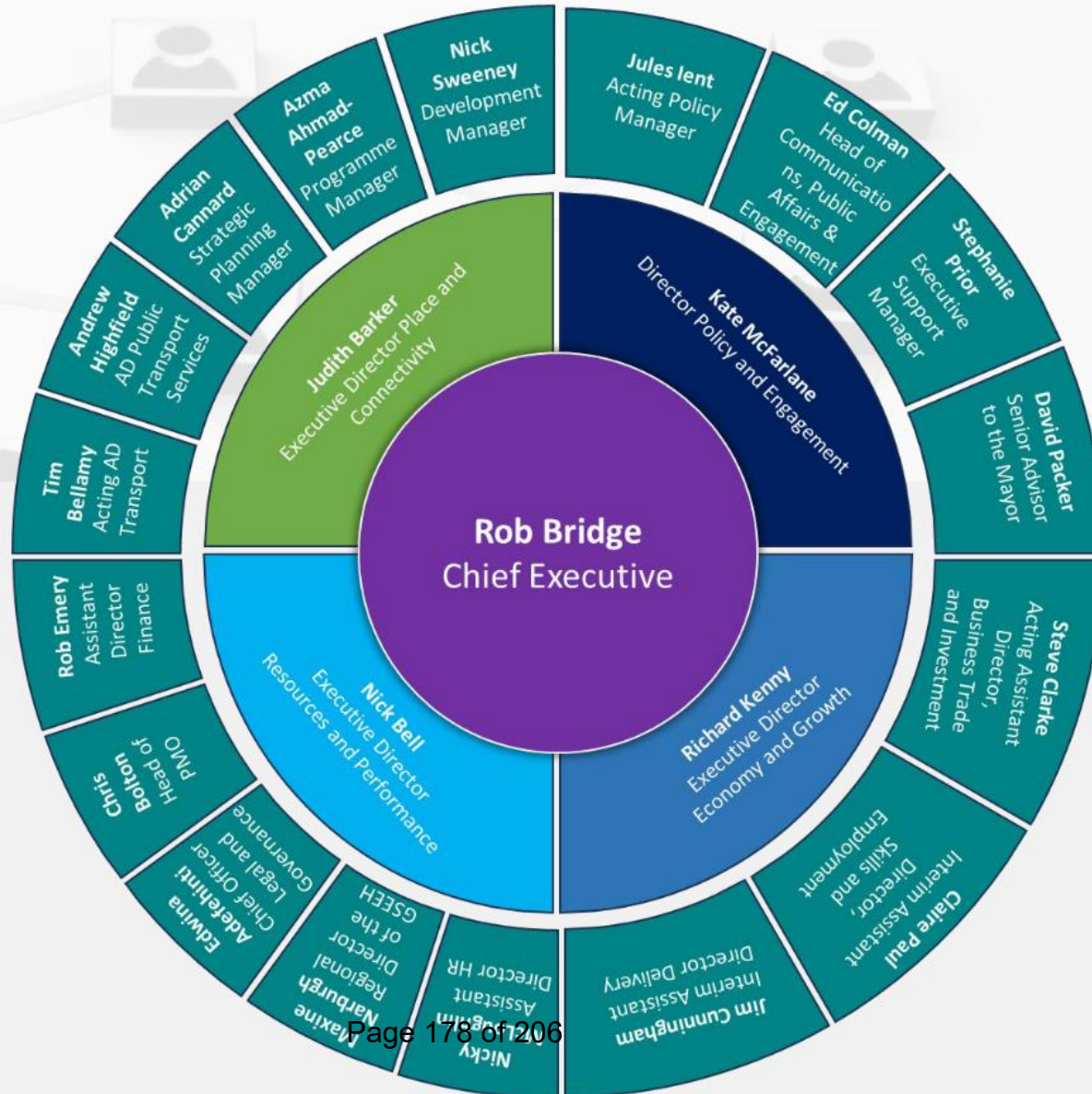
I look forward to hearing from you.

Yours sincerely,



Rob Bridge  
Chief Executive

# Organisational Structure





<b>Agenda Item 11</b>	<b>Appendix</b>
Improvement Plan update	<b>D</b>

## **Agreed at Independent Improvement Board May 2023**

### **Cambridgeshire and Peterborough Combined Authority Independent Improvement Board**

#### **Terms of Reference**

The Cambridgeshire and Peterborough Combined Authority Improvement Board has been established by the Combined Authority Board 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 Improvement Board is:

- To provide external advice, support, challenge and expertise to Cambridgeshire and Peterborough Combined Authority to ensure focus, grip, pace and effective change on key areas identified.
- To support 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:

- Operating in an open and transparent way with officers, CA Board members and external agencies
- 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 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, June 2022 and the Best Value Notice January 2023 and any subsequent updates.
- 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 Improvement Board.

- Obtaining independent legal or other independent professional advice and to secure the attendance of third parties 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 Improvement Board will receive reports from the Chief Executive on a regular and timely manner in line with agreed reporting timelines.
- The Improvement Board will ensure the Chairs of Audit & Governance Committee and the Overview and Scrutiny Committee receive regular updates on all improvement action against agreed timelines.
- The Improvement Board will provide the Department for Levelling up, Housing and Communities with an update on a quarterly basis on the level of assurance and confidence it has on the progress being made against key areas of concern.

## **3. Membership of Independent Improvement Board**

### **Members:**

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

- Independent Chair
- Independent Deputy Chair
- Independent external Member representative of political groups
- Independent external members

### **Attendees:**

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

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 from January 2023.
- The IIB will meet on a bi-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

- Communication (if any) from the External Auditor or DLUHC
- 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. Review**

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





<b>Combined Authority Board</b>	Agenda Item
<b>31 January 2024</b>	<b>12</b>

Title:	Budget Update Report January 2024
Report of:	Nick Bell, Executive Director Resources and Performance
Lead Member:	Mayor Dr Nik Johnson
Public Report:	Yes
Key Decision:	no
Voting Arrangements:	N/A

<b>Recommendations:</b>	
A	Note the financial position of the Combined Authority

<b>Strategic Objective(s):</b>	
	The proposals within this report impact on all four of the Combined Authority's strategic objectives as understanding the budget available for 2023-24 allows the continuation of the delivery of the Authority's programmes in an efficient manner, and within its means.

<b>1. Purpose</b>	
1.1	This report provides the Board with an update on its financial performance for the year. Forecasts were agreed with Officers in December based on spend to the end of November.

<b>2. Background</b>	
2.1	This report provides the Board with an update on its financial performance for the year. Forecasts were agreed with Officers in December based on spend to the end of November.
2.2	The budgets reported here only includes forecasts against those which have been approved to spend by the Board, or relevant Committee, and are thus being actively delivered against. A summary of the subject to approval budgets is also provided.
2.3	As previously reported to the Board, the materiality threshold above which changes in forecast expenditure for the year (forecast outturn) are required to provide a specific explanation are £200k for all revenue budgets and £500k on capital projects.

### 3. Revenue Expenditure Position

3.1	<p>The table on the following page contains a summary of the year to the end of November (YTD) spend and forecast position for the end of the year as agreed by officers during December. More detail is provided for the Mayor's Office, the Chief Exec's Office and Resources and Performance as these budgets are not reviewed in more detail by the Thematic Committees.</p> <p>All figures are in thousands of pounds (£'000) and a more detailed breakdown of income and expenditure for the year is shown at Appendix 1a.</p>
3.2	<p>Across the revenue budget the Combined Authority is forecasting a £5.1m 'favourable' variance against budget.</p> <p>The main forecast changes from the previous reports relates to Bootcamp Wave 4. The forecast underspend has increased by £594k to £1,691k to reflect the number of courses and their timing.</p> <p>Further details on this change can be found in Appendix 2.</p>
3.3	<p>Of the £5.1m forecast underspend, £2.7m is related to skills bootcamps so the Combined Authority will receive correspondingly less income, £1.6m is related to Concessionary Fares which are funded by the transport levy and £1m is from the Greater South East Net Zero Hub which is funded by a ringfenced grant which can't be allocated to other projects.</p>
3.4	<p>In addition to the above changes there are a number of new budgets created by the decisions of the Board earlier in the year. Those above the materiality threshold are:</p> <ul style="list-style-type: none"><li>• £650k for Public Transport: Reduced Fares for under 25s</li><li>• £2,170k for GSE Local Energy Advice Demonstrator</li><li>• £2,250k reduction in the HUG2 Revenue budget</li></ul>
3.5	<p>In addition to the approved budgets which are monitored in the tables below, there are £9.3m of Subject to Approval budgets agreed for the year, which are yet to be drawdown. Given the limited opportunity remaining to gain approval to draw these funds down they are likely to remain unspent at year end. A schedule of these are provided as Appendix 3a</p>

3.6

Revenue Expenditure to end of Sept £'000	Budget YTD	Actual YTD	Variance YTD	Full-year Budget	Forecast Outturn	Forecast Variance	Change in Forecast	Appendix 2 ref
<b>Mayor's Office</b>	<b>3,000</b>	<b>59</b>	<b>2,941</b>	<b>3,778</b>	<b>3,774</b>	<b>-4</b>	<b>72</b>	
Precept	2,899	-	2,899	3,624	3,624	-	-	
Mayor's Office	101	59	-41	154	150	-4	72	
<b>Chief Execs Office</b>	<b>1,535</b>	<b>1,562</b>	<b>28</b>	<b>3,332</b>	<b>3,353</b>	<b>21</b>	<b>82</b>	
Comms and Engagement	34	62	28	52	218	166	142	
Monitoring and Evaluation	39	47	8	226	191	-35	-	
Response Funds	280	522	242	879	879	-	-	
Strategy and Vision	39	39		459	349	-110	-60	
CEX Office Staffing	1,143	893	-250	1,716	1,716	-	-	
<b>Resources and Performance</b>	<b>5,322</b>	<b>4,210</b>	<b>3,358</b>	<b>15,804</b>	<b>14,832</b>	<b>-972</b>	<b>-112</b>	
Digital Services and Support	200	344	144	410	445	35	35	
Energy	3,174	1,600	3,821	12,132	11,140	-992	-89	
Finance and Procurement	159	70	-89	323	408	85	-	
Human Resources & Organisational Development	61	33	-27	122	95	-27	-35	
Legal, Governance and Member Services	157	120	-37	309	259	-50	-	
Other Employee Costs and Corporate Overheads	16	162	146	172	148	-23	-23	
R&P Staffing	1,555	1,882	327	2,337	2,337	-	-	
<b>Economy and Growth</b>	<b>17,089</b>	<b>15,251</b>	<b>1,838</b>	<b>29,191</b>	<b>26,478</b>	<b>-2,713</b>	<b>-734</b>	<b>1</b>
<b>Place and Connectivity</b>	<b>9,508</b>	<b>11,317</b>	<b>1,809</b>	<b>18,907</b>	<b>17,463</b>	<b>-1,444</b>	<b>527</b>	
<b>Grand Total</b>	<b>36,454</b>	<b>32,400</b>	<b>6,300</b>	<b>71,013</b>	<b>65,901</b>	<b>-5,112</b>	<b>-165</b>	

## 4. Capital Expenditure

4.1	A summary of the 2023-24 Capital Programme including expenditure to the end of November is shown on the next page, a project-level breakdown of the capital programme is included in Appendix 1b.
4.2	<p>The capital programme is forecasting a £26,473k 'favourable' variance, which has increased by £5,139k since the last reported figures.</p> <p>There are 3 budgets forecasting material variances from the latest report. Further detail is provided on these at Appendix 2.</p> <ul style="list-style-type: none"> <li>• -£795k reduced spend on the Affordable Housing Grant Programme due to a replacement scheme which will complete in the next financial year.</li> <li>• -£1,686k reduced spend on the A10 Upgrade reflecting the update profile spend for this year and delay in contract award.</li> <li>• -£5,531k reduced spend in the A141 Strategic Outline Business Case reflecting a rephrasing of the budget following a review of the programme.</li> </ul>
4.3	<p>In addition to the above changes there are a number of new budgets created by the decisions of the Board earlier in the year. Those above the materiality threshold are:</p> <ul style="list-style-type: none"> <li>• £1,300k for Investment into Peterborough HE Property Company</li> <li>• £2,250k for ZEBRA phase 1 – this is the contribution from the Greater Cambridge Partnership.</li> <li>• £550k for BP Roundabout NMU Access Study</li> <li>• -£14,040k reduction on HUG2 Capital programme.</li> </ul>
4.4	The current Forecast Outturn position is dominated by 3 large projects: the A141 Strategic Outline Business Case, the Growth Work investment fund, and the Housing grant programme; these account for £20m out of a total £26m forecast variance. While these are significant variances it does indicate that the majority of the Authority's capital programme is forecasting spend in line with its budget.
4.5	In order to achieve the reported forecast outturn there will need to be a considerable increase in expenditure in the remainder of the financial year. Based on slippage emerging in the final quarter of the year previously the Authority will be concentrating on the capital programme's forecasts in the next few months to ensure that this forecast position is realistic, or identify areas of undeclared slippage to enable appropriate intervention.
4.6	In addition to the approved budgets which are monitored in the tables below, there are also £16.3m of Subject to Approval budgets agreed for the year, which are yet to be drawdown. This has been reduced by £5.4m due to the Local Electric Vehicle Infrastructure (LEVI) budget not having been formally awarded by DfT and thus deferred till 2024/25. Given the limited opportunity remaining to gain approval to draw these funds down and spend them they are likely to remain unspent at year end. A schedule of these are provided as Appendix 3b

## 5. Income

5.1	The lower table on the following page sets out the Combined Authority's current and forecast income for the financial year and a more detailed breakdown is provided in Appendix 1c.
5.2	<p>There are several material variances to report to the Board in this cycle:</p> <ul style="list-style-type: none"> <li>• £332k reduction in Skills Bootcamp Wave 4 to reflect reduction in courses.</li> <li>• £2,250k increase in ZEBRA income due to the Greater Cambridge Partnership contribution.</li> <li>• £200k increase in forecast Treasury Management income due to continued high interest rates and the impact of spend being behind profile.</li> <li>• £20.6m increase in Transforming Cities Funding which had previously been anticipated early next financial year.</li> </ul>
5.3	The majority of the income forecast to be received during the year has been received to the end of the November. The most significant items still outstanding are the final phase of Transforming Cities Funding (£9.1m) and HUG2 (£14.4m). Both of these are dependent on spend being incurred so do not represent a risk to the sustainability of the budget.



Capital Expenditure to end of Nov 2023 £'000	Budget YTD	Actual YTD	Variance YTD	Full-year Budget	Forecast Outturn	Forecast Variance	Change in Fore- cast	Appendix 2 reference
<b>Economy and Growth</b>	<b>18,809</b>	<b>4,783</b>	<b>-14,019</b>	<b>30,916</b>	<b>23,498</b>	<b>-7,419</b>	<b>162</b>	
Business	3,395	-	-3,388	5,961	5,968	7	7	
Growth	9,600	3,116	-6,484	12,326	4,900	-7,426	-	
Market Town	4,214	1,667	-2,547	6,514	6,514	-	155	
SPF	-	-	-	716	716	-	-	
FE Cold Spots	1,600	-	-1,600	2,400	2,400	-	-	
University	-	-	-	3,000	3,000	-	-	
<b>Place and Connectivity</b>	<b>53,220</b>	<b>53,817</b>	<b>597</b>	<b>117,394</b>	<b>98,339</b>	<b>-19,055</b>	<b>-4,870</b>	
Climate Action and Spatial Planning	2,523	-	-2,523	4,330	2,830	-1,500	-	
Digital Connectivity	1,004	271	-734	1,719	1,719	-	-	
Housing	12,173	6,057	-6,116	19,126	11,148	-7,978	-795	2
Intercompany	-	-	-	1,300	1,300	-	1,300	
Public Transport	3,264	8,333	5,069	9,188	9,188	-	2,250	
Strategic Transport	34,256	39,157	4,901	81,731	72,154	-9,577	-7,625	3,4
<b>Resources and Performance</b>	<b>14,201</b>	<b>5,873</b>	<b>-8,376</b>	<b>32,793</b>	<b>32,793</b>	<b>-</b>	<b>-</b>	
Accommodation	96	111	-56	167	167	-	-	
Digital Services and Support	24	-	-24	42	42	-	-	
Energy Hub	14,080	5,762	-8,296	32,584	32,584	-	-	
<b>Grand Total</b>	<b>86,230</b>	<b>64,473</b>	<b>-21,797</b>	<b>181,103</b>	<b>154,630</b>	<b>-26,473</b>	<b>-4,707</b>	

Combined Authority income to end of Nov 2023 £'000	Actual YTD	Full-year Budget	Forecast Outturn	Forecast Variance	Change in Forecast
Mayor's Office	-2,174	-3,624	-3,624	-	-
Chief Execs Office	-39	-39	-39	-	-39
Economy and Growth	-18,162	-26,441	-23,502	2,939	1,136
Place and Connectivity	-47,918	-51,882	-52,905	-1,023	-2,250
Resources and Performance	-54,837	-75,365	-81,380	-6,015	-29,430
<b>Grand Total</b>	<b>-123,130</b>	<b>-157,351</b>	<b>-161,450</b>	<b>-4,099</b>	<b>-30,582</b>

## 6. Appendices

6.1	Appendix A. Detailed breakdown of revenue income and expenditure budgets for the financial year 2023-24.
6.2	Appendix B. Material Variance Explanations
6.3	Appendix C. Subject to Approval budgets

## 7. Implications

### Financial Implications

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

### Legal Implications

7.2 The Combined Authority is required to prepare a balanced budget in accordance with statutory requirements.  
This report monitors how the Combined Authority and the Mayoral Fund performed against the financial targets set in January 2023 through the Budget setting process in accordance with the Cambridgeshire and Peterborough Combined Authority Order 2017 and the Combined Authorities Financial Order 2017.

### Public Health Implications

7.3 The projects in delivery or planned to be delivered do not have direct Public Health implications.

### Environmental & Climate Change Implications

7.4 The projects in delivery or planned to be delivered do not have direct Public Health implications.

### Other Significant Implications

7.5 There are no other significant implications.

## 8. Background Papers

8.1 None

<b>Agenda Item 12</b>	<b>Appendix</b>
<b>Budget Update Report January 24 – Revenue Expenditure Position</b>	<b>1a</b>

Revenue position, actuals as at 30 <sup>th</sup> November, forecasts as of December. Figures in £'000	Budget YTD	Actual YTD	Variance YTD	Full-year Budget	Forecast Outturn	Forecast Variance	Change in Forecast
<b>Mayor's Office</b>	<b>3,000</b>	<b>59</b>	<b>-2,941</b>	<b>3,778</b>	<b>3,774</b>	<b>-4</b>	<b>72</b>
<b>Precept</b>							
Precept funded contribution to operational budgets	2,899	-	-2,899	3,624	3,624	-	-
<b>Mayor's Office</b>							
Mayor's Allowance	68	59	-9	102	102	-	76
Mayor's Conference Attendance	17	-	-17	28	24	-4	-4
Mayor's Office Accommodation	16	-	-16	24	24	-	-
<b>Chief Execs Office</b>	<b>1,535</b>	<b>1,562</b>	<b>28</b>	<b>3,332</b>	<b>3,353</b>	<b>21</b>	<b>82</b>
<b>Comms and Engagement</b>							
Communications	27	50	23	42	200	158	136
Website Development	7	11	4	10	18	8	6
<b>Monitoring and Evaluation</b>							
Local Evaluation Framework Initiation	-	-	-	135	100	-35	-
Monitoring and Evaluation Framework	39	47	8	91	91	-	-
<b>Response Funds</b>							
Corporate Response Fund	-	72	72	117	117	-	-
Improvement Plan	280	450	170	762	762	-	-
<b>Strategy and Vision</b>							
Coronation and Eurovision Funding	39	39	-	39	39	-	-
Development of a cultural strategy	-	-	-	100	40	-60	-60
Shared Vision	-	-	-	170	120	-50	-
State of The Region	-	-	-	150	150	-	-
<b>CEX Office Staffing</b>							
Net Staffing Costs	1,143	893	-250	1,716	1,716	-	-
<b>Economy and Growth</b>	<b>17,089</b>	<b>14,544</b>	<b>-2,545</b>	<b>29,191</b>	<b>26,478</b>	<b>-2,713</b>	<b>-734</b>
<b>Business</b>							
Business Board Admin Costs	-	53	53	-	-	-	-
Business Growth Fund	68	-	-68	156	156	-	-
CRF Start & Grow Project	-	175	175	-	175	175	-

<b>Agenda Item 12</b>	<b>Appendix</b>
<b>Budget Update Report January 24 – Revenue Expenditure Position</b>	<b>1a</b>

Devolution trailblazer support	-	69	69	250	250	-	-
Economic Rapid Response Fund	-	12	12	-	12	12	12
Growth Co Services	4,476	2,373	-2,103	4,817	4,817	-	-
Insight and Evaluation Programme	50	143	93	75	75	-	-
Local Growth Fund Costs	161	1	-160	242	242	-	-
Marketing and Promotion of Services	25	-	-25	38	38	-	-
UK Shared Prosperity Fund	-	15	15	158	158	-	-15
<b>Skills</b>							-
AEB Devolution Programme	8,138	8,109	-30	11,081	11,081	-	-
AEB Free Courses for Jobs	829	206	-623	2,402	2,402	-	-
AEB Innovation Fund - Revenue	260	57	-203	779	642	-137	-137
AEB Programme Costs	360	298	-62	367	367	-	-
AEB Provider Capacity Building	23	-	-23	68	68	-	-
AEB Strategic Partnership Development	36	1	-35	108	108	-	-
Bootcamp Wave 4	672	375	-297	2,878	1,187	-1,691	-594
Careers and Enterprise Company (CEC)	168	58	-110	266	266	-	-
Changing Futures	-	-	-	60	60	-	-
FE Cold Spots (rev)	113	-	-113	225	225	-	-
Health and Care Sector Work Academy	-	559	559	-	-	-	-
Multiply	748	820	73	1,565	1,565	-	-
Skills Advisory Panel (SAP) (DfE)	37	-	-37	55	55	-	-
Skills Bootcamp Wave 3	274	251	-24	1,871	799	-1,072	-
Skills Bootcamp Wave 3 PM costs	104	-	-104	130	130	-	-
UK Shared Prosperity Fund	-	-	-	278	278	-	-
Health and Wellbeing Strategy	-	-	-	500	500	-	-
<b>E&amp;G Staffing</b>							-
Net Staffing Costs	547	968	421	822	822	-	-
<b>Place and Connectivity</b>	<b>9,508</b>	<b>11,317</b>	<b>1,809</b>	<b>18,907</b>	<b>17,463</b>	<b>-1,444</b>	<b>527</b>
<b>Climate</b>							-
Climate Change	30	13	-17	50	50	-	-
Doubling Nature Metrics	30	10	-20	75	75	-	-



<b>Agenda Item 12</b>	<b>Appendix</b>
<b>Budget Update Report January 24 – Revenue Expenditure Position</b>	<b>1a</b>

Huntingdonshire Biodiversity for all - Revenue	30	-	-30	100	100	-	-
Lifebelt City Portrait	40	40	-	40	40	-	-
Natural Cambridgeshire	48	70	22	80	80	-	-
Non Statutory Spacial Plan	-	38	38	-	-	-	-
Climated Evidence and Data	-	-	-	150	150	-	-
Climat Action	-	8	8	110	110	-	-
Future Fens	-	-	-	70	70	-	-
<b>Housing</b>							
Angle Holding	-	2	2	-	-	-	-
CLT	8	8	-	23	23	-	-
<b>Passenger Transport</b>							
Bus Review Implementation	255	402	147	517	517	-	-
Development of Bus Franchising	500	21	-479	1,050	1,050	-	-
Peterborough Electric Bus Depot business case	-	40	40	-	-	-	-
Precept funded contribution to operational budgets	-2,537	-	2,537	-3,624	-3,624	-	-
Public Transport: Bus Service Operator Grant	-	-	-	307	307	-	-
Public Transport: Concessionary fares	5,626	4,678	-948	8,915	7,340	-1,575	-
Public Transport: Contact Centre	250	131	-119	292	152	-140	-
Public Transport: Reducd Fares for under 25s	-	-	-	650	650	-	650
Public Transport: RTPI, Infrastructure & Information	191	406	215	325	325	-	-
Public Transport: S106 supported bus costs	-	251	251	-	-	-	-
Public Transport: Supported Bus Services	3,721	3,992	271	7,419	7,689	270	-
Public Transport: Team and Overheads	324	91	-233	572	572	-	-
<b>Strategic Transport</b>							
A1260 Nene Parkway Junction 15	-	-	-	-	-	-	-
Active Travel 4	-	-	-	176	176	-	-
LEVI	-	-	-	89	89	-	-
Living Streets Walk to School	-	-	-	12	12	-	-
Local Transport Plan	123	163	40	-	-	-	-123
Love to Ride	-	-	-	55	55	-	-
Civil Parking Enforcement	-	-	-	150	150	-	-

<b>Agenda Item 12</b>	<b>Appendix</b>
<b>Budget Update Report January 24 – Revenue Expenditure Position</b>	<b>1a</b>

<b>P&amp;C Staffing</b>							
Net Staffing Costs	869	953	85	1,305	1,305	-	-
<b>Resources and Performance</b>	<b>5,322</b>	<b>4,210</b>	<b>-3,358</b>	<b>15,804</b>	<b>14,832</b>	<b>-972</b>	<b>-112</b>
<b>Digital Services and Support</b>							
ICT external support	131	199	68	296	350	54	54
Software Licences, Mobile Phones cost	69	68	-2	113	95	-18	-18
PMO Software and Training Investments	-	78	78	-	-	-	-
<b>Energy</b>							
GSE Energy Hub	443	168	-275	1,419	1,419	-	-89
GSE Green Homes Grant Ph 3 (LAD 3)	1,619	451	-1,168	2,429	2,429	-	-
GSE Home Improvement Grant (HUG 1)	298	81	-217	433	433	-	-
GSE Home Improvement Grant 2 Mobilisation (HUG 2)	-	70	70	-	-	-	-
GSE Local Energy Advice Demonstrator	-	63	-2,107	2,170	2,170	-	-
GSE Net Zero Investment Design	418	13	-406	12	12	-	-1
GSE Public Sector Decarbonisation	27	45	18	1,222	230	-992	-
GSE Rural Community Energy Fund (RCEF)	369	173	-272	445	445	-	-
HUG2 A Revenue 23/24	-	536	536	3,942	3,942	-	-
Local Energy Plan	-	-	-	60	60	-	-
<b>Finance and Procurement</b>							
Audit Costs	60	5	-55	140	240	100	-
Finance Service	55	26	-29	66	51	-15	-
Finance System	-	-	-	70	70	-	-
Insurance	39	39	1	39	39	-	-
Procurement	5	-	-5	8	8	-	-
<b>Human Resources &amp; Organisational Development</b>							
HR	9	21	11	12	12	-	-8
Payroll	2	2	-	10	3	-7	-7
Recruitment Costs	50	11	-39	100	80	-20	-20
<b>Legal, Governance and Member Services</b>							
Committee/Business Board Allowances	96	63	-33	144	144	-	-
Democratic Services	28	8	-20	95	45	-50	-

<b>Agenda Item 12</b>	<b>Appendix</b>
<b>Budget Update Report January 24 – Revenue Expenditure Position</b>	<b>1a</b>

External Legal Counsel	33	49	16	70	70	-	-
<b>Other Employee Costs and Corporate Overheads</b>							
Accommodation Costs	153	120	-33	212	212	-	-
Change Management Reserve	-	71	71	158	158	-	-
Corporate Subscriptions	50	28	-21	56	56	-	-
Office running costs	22	12	-9	32	28	-4	-4
Training	43	37	-6	89	70	-19	-19
Overheads recharged to grant funds	-251	-107	144	-377	-377	-	-
<b>R&amp;P Staffing</b>							
Net Staffing Costs	1,555	1,882	327	2,337	2,337	-	-
<b>Grand Total</b>	<b>36,454</b>	<b>31,693</b>	<b>-7,007</b>	<b>71,013</b>	<b>65,901</b>	<b>-5,112</b>	<b>-165</b>

<b>Agenda Item 12</b>	<b>Appendix</b>
<b>Budget Update Report January 24 – Capital Expenditure Position</b>	<b>1b</b>

<b>Capital position as at 30<sup>th</sup> November, forecast as at December. Figures in £'000</b>	<b>Budget YTD</b>	<b>Actual YTD</b>	<b>Variance YTD</b>	<b>Full-year Budget</b>	<b>Forecast Outturn</b>	<b>Forecast Variance</b>	<b>Change in Forecast</b>
<b>Economy and Growth</b>	<b>18,809</b>	<b>4,783</b>	<b>-14,019</b>	<b>30,916</b>	<b>23,498</b>	<b>-7,419</b>	162
<b>Business</b>							-
Business Growth Fund	1,221	-	-1,221	2,850	2,850	-	-
College of West Anglia - Net Zero	482	-	-482	1,124	1,124	-	-
Fenland Hi-tech Futures	-	-	7	-	7	7	7
Illumina Accelerator	800	-	-800	800	800	-	-
Ramsey Food Hub	302	-	-302	302	302	-	-
Start Codon (Equity)	590	-	-590	885	885	-	-
<b>Growth</b>							-
Expansion of Growth Co Inward Investment	-	400	400	400	400	-	-
The Growth Service Company	9,600	2,716	-6,884	11,926	4,500	-7,426	-
<b>Market Town</b>							-
Market Towns Phase 2	-	543	543	432	432	-	432
Market Towns: Chatteris	-	13	13	455	455	-	-88
Market Towns: Ely	340	177	-163	440	440	-	-9
Market Towns: Huntingdon	95	3	-92	345	345	-	-
Market Towns: Littleport	-	-	-	475	475	-	-
Market Towns: March	256	154	-102	534	534	-	-137
Market Towns: Ramsey	405	-28	-433	405	405	-	110
Market Towns: Soham	291	163	-128	621	621	-	-
Market Towns: St Ives	95	3	-92	345	345	-	-
Market Towns: Whittlesey	450	378	-72	450	450	-	-88
Market Towns: Wisbech	281	260	-21	281	281	-	-66
St Neots Masterplan	2,000	-	-2,000	1,729	1,729	-	-
<b>SPF</b>							-
UK Shared Prosperity Fund	-	-	-	716	716	-	-
<b>University</b>							-
University of Peterborough - Phase 2	-	-	-	3,000	3,000	-	-
<b>FE Cold Spots</b>							-



<b>Agenda Item 12</b>	<b>Appendix</b>
<b>Budget Update Report January 24 – Capital Expenditure Position</b>	<b>1b</b>

FE Cold Spots (cap)	1,600	-	-1,600	2,400	2,400	-	-
<b>Place and Connectivity</b>	<b>53,220</b>	<b>53,817</b>	<b>597</b>	<b>117,394</b>	<b>98,339</b>	<b>-19,055</b>	<b>-4,870</b>
<b>Climate Action and Spatial Planning</b>							
Care Home Retrofit Programme	1,200	-	-1,200	2,000	500	-1,500	-
Huntingdonshire Biodiversity for all - Capital	435	-	-435	800	800	-	-
Logan’s Meadow Local Nature Reserve wetland extension	138	-	-138	280	280	-	-
Nature and Environment Investment Fund	150	-	-150	250	250	-	-
Net Zero Villages Programme	600	-	-600	1,000	1,000	-	-
<b>Digital Connectivity</b>							
Digital Connectivity Infrastructure Programme	1,004	271	-734	1,719	1,719	-	-
<b>Housing</b>							
Affordable Housing Grant Programme	11,902	5,786	-6,116	18,235	10,877	-7,358	-795
Housing Loan - Histon Road	271	271		891	271	-620	-
<b>Intercompany</b>							
Prop Co 1 Intercompany balance	-	-	-	1,300	1,300	-	1,300
<b>Public Transport</b>							
Peterborough Station Quarter	-	-	-	680	680	-	-
ZEBRA capital funding	3,264	8,333	5,069	8,508	8,508	-	2,250
<b>Strategic Transport</b>							
A10 Upgrade	2,157	393	-1,764	3,576	1,430	-2,146	-1,686
A1260 Nene Parkway Junction 15	1,438	1,591	153	1,628	1,628	-	-
A1260 Nene Parkway Junction 32/3	4,569	1,264	-3,305	9,492	9,000	-492	-492
A141 & St Ives	2,522	488	-2,034	7,001	1,470	-5,531	-5,531
A16 Norwood Dualling	825	24	-801	2,421	2,421	-	-
A505 Corridor	-	3	3	135	135	-	-
A603 Barton Road	-	-	-	400	400	-	-
Active Travel - CCC Schemes	-	595	595	-	-	-	-
Active Travel 4	-	-	-	3,720	3,720	-	-
Addenbrookes Roundabout	-	-	-	200	200	-	-
BP Roundabout NMU Access Study	-	-	-	550	550	-	550
Brook Crossing - Sutton	-	-	-	225	225	-	-

<b>Agenda Item 12</b>	<b>Appendix</b>
<b>Budget Update Report January 24 – Capital Expenditure Position</b>	<b>1b</b>

Carlyle Road Crossing	-	-	-	225	225	-	-
Centre for Green Technology	-	-	-	2,500	2,500	-	-
Contribution to the A14 Upgrade	72	-	-72	72	72	-	-
County-wide speed reduction	-	-	-	800	800	-	-
East Park Street	-	-	-	260	260	-	-
Ely Area Capacity Enhancements	-	-	-	124	124	-	-
Fengate Access Study - Eastern Industries Access - Phase 1	4,846	844	-4,002	7,563	7,563	-	-
Fengate Access Study - Eastern Industries Access - Phase 2	684	542	-142	821	821	-	-
Fletton Quays Footbridge	271	-	-271	1,407	-	-1,407	-465
Lancaster Way Phase 2	-	7	7	-	-	-	-
Local Highways Maintenance & Pothole (with PCC and CCC)	13,848	31,677	17,830	27,695	27,695	-	-
March Junction Improvements	1,069	496	-573	5,573	5,573	-	-
Northstowe P&R Link	-	-	-	500	500	-	-
Peterborough Green Wheel	355	210	-146	631	631	-	-
Regeneration of Fenland Railway Stations	-	373	373	-	-	-	-
School Streets	10	-	-10	10	10	-	-
Smaller Road Safety Measures	-	-	-	100	100	-	-
Snailwell Loop	90	-	-90	150	150	-	-
Soham Station	92	-	-92	153	153	-	-
Thorpe Wood Cycle Way	-	-	-	625	625	-	-
Transport Modelling	1,257	622	-636	2,340	2,340	-	-
Wisbech Access Strategy	-	27	27	523	523	-	-
Wisbech Rail	150	-	-150	310	310	-	-
<b>Resources and Performance</b>	<b>14,201</b>	<b>5,873</b>	<b>-8,376</b>	<b>32,793</b>	<b>32,793</b>	-	-
<b>Accomodation</b>							
Office Fit-out costs	96	111	-56	167	167	-	-
<b>Digital Services and Support</b>							
ICT Capital Costs	24	-	-24	42	42	-	-
<b>Energy Hub</b>							
GSE Green Home Grant Capital - HUG 1	2,799	1,196	-1,603	2,799	2,799	-	-
GSE Green Home Grant Capital - LAD 3	11,281	4,252	-7,029	7,447	7,447	-	-

<b>Agenda Item 12</b>	<b>Appendix</b>
<b>Budget Update Report January 24 – Capital Expenditure Position</b>	<b>1b</b>

GSE Green Homes Grant Ph 3 (LAD 3)	-	313	313	-	-	-	-
GSE Home Improvement Grant (HUG 1)	-	-	23	-	-	-	-
HUG2 A Capital 23/24	-	-	-	22,338	22,338	-	-
<b>Grand Total</b>	<b>86,230</b>	<b>64,473</b>	<b>-21,797</b>	<b>181,103</b>	<b>154,630</b>	<b>-26,473</b>	<b>-4,707</b>

<b>Agenda Item 2</b>	<b>Appendix</b>
<b>Budget Update Report November 23 – Income Position</b>	<b>1c</b>

<b>Row Labels Income position as at 30<sup>th</sup> November, forecast as at December. Figures in £'000</b>	<b>Actual YTD</b>	<b>Full-year Budget</b>	<b>Forecast Outturn</b>	<b>Forecast variance</b>	<b>Change in Forecast</b>
<b>Mayor's Office</b>					
Precept funded contribution to operational budgets	-2,174	-3,624	-3,624	-	-
<b>Chief Execs Office</b>					
Coronation and Eurovision Funding	-39	-39	-39	-	-39
<b>Economy and Growth</b>					
Adult Education Budget	-12,678	-12,927	-12,842	85	
AEB Devolution Programme	-17	-	-	-	-
Bootcamp Wave 4	-1,092	-2,878	-1,187	1,691	332
Careers and Enterprise Company (CEC)	-14	-313	-313	-	-
Digital Skills Bootcamp	9	-	-	-	-
Growth Co Services	-234	-4,324	-3,524	800	
Illumina Accelerator	-2	-	-	-	-
Multiply	-631	-1,395	-980	415	
Project Living Cell	-141	-	-	-	-
UK Shared Prosperity Fund	-2,396	-2,674	-2,674	-	-
Growth Funds	-	-642	-642	-	-
LEP Core Funding	-	-375	-375	-	-
EZ receipt	-965	-913	-965	-52	-
<b>Place and Connectivity</b>					
Housing Loan - Histon Road	-8,172	-7,351	-8,172	-821	-
Lancaster Way Phase 2	-159	-	-	-	-
LEVI	-202	-	-202	-202	-
Local Highways Maintenance & Pothole (with PCC and CCC)	-27,343	-27,695	-27,695	-	-
Local Transport Fund	-735	-	-	-	-
Public Transport: Bus Service Operator Grant	-409	-411	-411	-	-
Public Transport: Concessionary fares	-7	-	-	-	-
Public Transport: RTPi, Infrastructure & Information	-167	-	-	-	-
Public Transport: S106 supported bus costs	-135	-	-	-	-

<b>Agenda Item 2</b>	<b>Appendix</b>
<b>Budget Update Report November 23 – Income Position</b>	<b>1c</b>

Public Transport: Supported Bus Services	-4	-	-	-	-
Transport Levy	-8,097	-13,495	-13,495	-	-
ZEBRA capital funding	-2,250	-2,250	-2,250	-	-2,250
Local Nature Recovery Strategy	-169	-	-	-	-
Peterborough Station Quarter	-70	-680	-680	-	-
<b>Resources and Performance</b>					
GSE Energy Hub	1,943	-	-	-	-
GSE Home Improvement Grant 2 Mobilisation (HUG 2)	12	-	-	-	-
GSE Local Energy Advice Demonstrator	-2,168	-2,170	-2,170	-	33
GSE Net Zero Hub	-3,830	-	-3,830	-3,830	-5
HUG2 A Capital 23/24	-7,891	-22,338	-22,338	-	-
HUG2 A Revenue 23/24	-5,896	-3,942	-3,942	-	-
Treasury Income	-5,500	-6,315	-8,500	-2,185	-200
Gainshare	-20,000	-20,000	-20,000	-	-
Net Staffing Costs	-1	-	-	-	-
Transforming Cities Funding	-11,506	-20,600	-20,600	-	-20,600
<b>Grand Total</b>	<b>-123,130</b>	<b>-157,351</b>	<b>-161,450</b>	<b>-4,099</b>	<b>-22,729</b>



<b>Agenda Item 12</b>	<b>Appendix</b>
<b>Budget Update Report 2023-24 Jan 24 – Detailed Variance Explanations</b>	<b>2</b>

### Revenue Forecast Variances >£200k

<b>1. Bootcamp Wave 4</b>		Change in forecast expenditure	<b>-£594k</b>
2023-24 Budget	<b>£2,878k</b>	Forecast expenditure	<b>£1,187k</b>
<p>The forecast has been revised to reflect the number of coursers and their timing. Of the variance of £1.2m, £0.6m will be slipped to next financial year, whilst the rest will not be spent.</p>			

### Capital forecast variances >£500k

<b>2. Affordable Housing Grant Programme</b>		Change in forecast expenditure	<b>-£795k</b>
2023-24 Budget	<b>£18,235k</b>	Forecast expenditure	<b>£10,877k</b>
<p>CPCA is reliant on partner organizations to provide the housing and to acquire grant, therefore the slow up take of grant is due to the above. However SN developments project is no longer available to proceed, due to due diligence from Heylo and they have switched sites for units with Vistry which will complete in late 2024. Some partner organizations have completed and are claiming grant in due course, after Christmas.</p>			

<b>3. A10 Upgrade</b>		Change in forecast expenditure	<b>-£1,686k</b>
2023-24 Budget	<b>£3,576k</b>	Forecast expenditure	<b>£1,430k</b>
<p>The change in forecast reflects the updated profile of commitments following the finalisation of the programme and delays in contract award.</p> <p>The expected spend profile is now.</p> <p>23/24 £1,430k</p> <p>24/25 £2,146k</p>			

<b>4. A141 SOBC</b>		Change in forecast expenditure	<b>-£5,531k</b>
2023-24 Budget	<b>£7,001k</b>	Forecast expenditure	<b>£1,470k</b>
<p>In working through the revalidation of the original Strategic Outline Business Case against the change in national and local policy it became apparent that further</p>			

<b>Agenda Item 12</b>	<b>Appendix</b>
<b>Budget Update Report 2023-24 Jan 24 – Detailed Variance Explanations</b>	<b>2</b>

work was needed to test the merit of both strategic passenger transport initiatives, and a further option to examine a limited road-based intervention working together with passenger transport and active travel initiatives. This has resulted in additional transport modelling being required to be able to correctly assess the effectiveness of each option. This has resulted in an extension to the programme with the consequence of reprofiling the expenditure.

<b>Agenda Item 12</b>	<b>Appendix</b>
<b>Budget Update Report January 24 – Revenue Subject to Approval Budgets</b>	<b>3a</b>

<b>Revenue Subject to Approval budgets 23/24</b>	<b>Budget £'000</b>
Monitoring and Evaluation Framework	36
Programme Response Fund	159
<b>Chief Execs Office Total</b>	<b>195</b>
SPF Programme management	1,522
<b>Economy and Growth Total</b>	<b>1,522</b>
A142 Chatteris to Snailwell	150
Active Travel (Revenue)	33
Active Travel Funding	717
Climate Change	100
Development of Key Route Network	150
Development of sustainable Cultural Services for the City of Cambridge and the Region - Revenue	156
Greater Cambridge Chalk Stream Project - Revenue	80
Harston Capacity Study	150
LEVI	403
Meanwhile at Core Site, North East Cambridge - Revenue	65
Non Statutory Spacial Plan	535
Peterborough Electric Bus Depot	110
Rewilding Programme	125
Sawston Station Contribution	16
Segregated Cycling Holme to Sawtry	100
<b>Place and Connectivity Total</b>	<b>2,890</b>

<b>Agenda Item 12</b>	<b>Appendix</b>
<b>Budget Update Report January 24 – Capital Subject to Approval budgets</b>	<b>3b</b>

<b>Capital Subject to Approval budgets 23/24</b>	<b>Budget £'000</b>
Active Travel Funding (Cap)	1,780
Development of Sustainable Cultural Services for the City of Cambridge and the Region - Capital	336
Fengate Access Phase 1	33
Greater Cambridge Chalk Stream Project - Capital	200
Meanwhile at Core Site, North East Cambridge	1,000
Regeneration of Fenland Railway Stations	267
Snailwell Loop	350
Waterbeach Depot Solar PV Smart-grid Project for electronic Refuse Collection Vehicles	2,700
Wisbech Rail	5,080
<b>Place and Connectivity Total</b>	<b>11,746</b>
<b>Grand Total</b>	<b>16,317</b>



<b>Combined Authority Board</b>		Agenda Item
<b>31 January 2024</b>		<b>13</b>
Title:	Recommendations from Transport and Infrastructure Committee	
Committee Date:	17 January 2024	
Meeting Link:	<a href="#">Transport and Infrastructure Committee 17 January 2024</a>	

<b>Agenda Item</b>	<b>Bus Strategy Update KD2023/059</b>
Recommendations:	The Combined Authority Board is recommended to: <ul style="list-style-type: none"> <li>approve the proposals for the two remaining tendered bus services which were placed under review and the bus services which data was previously unavailable.</li> </ul>
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 and Peterborough City Council, or their Substitute Members.
Strategic Objectives:	Increased connectivity
Purpose:	This paper sets out the further findings of the Bus Network Review and sets out recommendations for the remaining services to complete the review.
Report and Appendices:	<a href="#">Transport and Infrastructure Committee 17 January 2024 – Item 7 – Bus Strategy Update</a> Appendix A. <a href="#">Bus Network Review – Service Summaries</a> Appendix B. <a href="#">Future Role of DRT in Cambridgeshire and Peterborough</a> Appendix C. <a href="#">Ting Assessment Report</a>
Background Papers:	13 September 2023 TIC meeting - <a href="#">Bus Network Review - Initial Recommendations</a> 15 November 2023 TIC meeting - <a href="#">Bus Strategy Update (including Bus Network Review)</a>

<b>Agenda Item</b>	<b>Peterborough Station Update KD2023/056</b>
Recommendations:	The Combined Authority Board is recommended to: <ul style="list-style-type: none"> <li>approve to approve the Outline Business Case and approve the commencement of the Full Business Case (subject to approval from the Department for Transport)</li> </ul>
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 and Peterborough City Council, or their Substitute Members.
Strategic Objectives:	Achieving ambitious skills and employment opportunities Achieving good growth Increased connectivity



Purpose:	Subject to DfT approval of the OBC this paper seeks the Transport and Infrastructure Committee recommend approval of the OBC and commencement of the Full Business Case (FBC) to the Combined Authority Board.
Report and Appendices:	<a href="#">Transport and Infrastructure Committee 17 January 2024 – Item 10 - Peterborough Station Update</a> <a href="#">Appendix A – Peterborough Station Quarter Outline Business Case</a>
Background Papers:	Link to previous Strategic Outline Business Case (SOBC) stage funding approval to the Business and Skills team. <a href="#">Document.ashx (cmis.uk.com)</a> Transport and Infrastructure Committee Paper – <a href="#">15 March 2023</a>



<b>Combined Authority Board</b>	Agenda Item
<b>31 January 2024</b>	<b>14</b>
Title:	Recommendations from Skills and Employment Committee
Committee Date:	15 January 2024
Meeting Link:	<a href="#">Skills &amp; Employment Committee 15 January 2024</a>

Agenda Item	Skills Bootcamps 2024-25 FY KD2023/044
Recommendations:	<p>The Combined Authority is recommended to:</p> <ul style="list-style-type: none"><li>• To note the Combined Authority's Grant Proposal to the Department for Education (DfE) in September 2023 for £2,899,390 to deliver (Wave Five) Skills Bootcamp provision during the 2024-25 Financial Year – and to note that we received confirmation from the DfE on 12 December 2023 that our Grant Proposal has been successful.</li><li>• To accept the full grant funding offer from the DfE of £2,899,390 and approve corresponding expenditure across two budgets; one for the training funding allocation totalling £2,635,800 and one for the management funding allocation totalling £263,580 of the Wave Five Skills Bootcamps in the 2024-25 budget.</li><li>• To delegate authority to the Assistant Director of Skills, in consultation with the Chief Finance Officer and Monitoring Officer to:<ul style="list-style-type: none"><li>○ Arrange for the awards and enter into grant funding agreements or service contracts with training providers to deliver Wave Five Skills Bootcamps. This can either be with existing providers, or where the Combined Authority follows a procurement exercise compliant with the Combined Authority's Constitution and procurement legislation.</li><li>○ Extend and/or vary contracts with existing providers where appropriate.</li></ul></li></ul>
Voting Arrangements:	A simple majority of voting members
Strategic Objectives:	Achieving ambitious skills and employment opportunities Achieving good growth
Purpose:	<p>To update the Skills and Employment Committee on the progress of the proposal submitted to the Department of Education in September 2023 for the delivery of the Wave Five Skills Bootcamps in the Combined Authority's area. This paper outlines the key considerations and actions required for taking this forward.</p> <p>To enable the Combined Authority to accept the grant award, create a new budget line and to delegate authority to the Assistant Director of Skills to enter into and/or arrange for the entering into grant funding agreements and/or service contracts to training providers to delivery on Wave Five Skills Bootcamps following an appropriate procurement exercise.</p>
Report and Appendices:	<a href="#">Skills &amp; Employment Committee 15 January 2024 - Item 7 - Skills Bootcamps</a>
Background Papers:	None