



**CAMBRIDGESHIRE  
& PETERBOROUGH**  
COMBINED AUTHORITY

## **COMBINED AUTHORITY BOARD**

**Date: Wednesday, 26 July 2023**

**Democratic Services**

Edwina Adefehinti  
Interim Chief Officer Legal and Governance  
Monitoring Officer

**10:00 AM**

72 Market Street  
Ely  
Cambridgeshire  
CB7 4LS

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

## **AGENDA**

**Open to Public and Press**

- 1 Announcements, Apologies for Absence and Declarations of Interest**
- 2 Combined Authority Board and Committee Membership Update 4 - 9  
July 2023**
- 3 Minutes 31 May 2023 (AGM and Ordinary) 10 - 23**
- 4 Petitions**

<b>5</b>	<b>Public Questions</b>	
	Arrangements for asking a public question can be viewed here - <a href="https://www.cambridgeshirepeterborough-ca.gov.uk">Public Questions - Cambridgeshire &amp; Peterborough Combined Authority (cambridgeshirepeterborough-ca.gov.uk)</a>	
<b>6</b>	<b>Forward Plan - July 2023</b>	<b>24 - 50</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

Professor Andy Neely

Councillor Anna Bailey

Councillor Chris Boden

Councillor Sarah Conboy

Councillor Wayne Fitzgerald

Councillor Lucy Nethsingha

Councillor Anna Smith

Councillor Bridget Smith

Councillor Edna Murphy (Non-voting Member)

John O'Brien (Non-voting Member)

Darryl Preston (Non-voting Member)

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



<b>Combined Authority Board</b>	Agenda Item
<b>26 July 2023</b>	<b>2</b>

Title:	Combined Authority Board and Committee Membership Update July 2023
Report of:	Edwina Adefehinti, Interim Chief Officer Legal and Governance and Monitoring Officer
Lead Member:	Councillor Edna Murphy, Lead Member Governance
Public Report:	Yes
Key Decision:	No
Voting Arrangements:	Recommendations A-H: No vote required Recommendation I: Simple majority of all Members (to be carried, the vote must include the vote of the Mayor, or the Deputy Mayor when acting in place of the Mayor)

<b>Recommendations:</b>	
A	Note the appointment by Peterborough City Council of Councillor Andy Coles as the member and Councillor Jackie Allen as the substitute on the Audit and Governance Committee for the remainder of the municipal year 2023-24.
B	Note the appointment by Cambridge City Council of Councillor Tim Griffin as the second representative on the Overview and Scrutiny Committee for the remainder of the municipal year 2023-24.
C	Note the temporary change to Cambridge City Council's substitute member on the Audit and Governance Committee from 6 June 2023 to 12 June 23
D	Note the appointment by Cambridgeshire County Council of Councillor Lorna Dupré on the Environment and Sustainable Communities Committee for the remainder of the municipal year 2023-24.
E	Note the appointment by Cambridgeshire County Council of Councillor Anna Bradnam as the Liberal Democrat substitute for the Overview and Scrutiny Committee for the remainder of the municipal year 2023-24.
F	Note the appointment by Peterborough City Council of Councillor Steve Allen as the substitute on the Overview and Scrutiny Committee for the remainder of the municipal year 2023-24.
G	Note the appointment by Cambridgeshire and Peterborough Fire Authority of Councillor Edna Murphy as their representative on the Combined Authority Board, with Councillor Mohammed Jamil as the substitute.
H	Note the temporary change to Peterborough City Council's substitute member on the Overview and Scrutiny Committee from 10 July 2023 to 15 July 2023.
I	Approve the appointment by the Mayor of Cllr Sarah Conboy to the position of Lead Member for Devolution.

<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

## 1. Purpose

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 committee meetings.
1.2	Changes to appointments is required by the Constitution to be reported to the following meeting of the Combined Authority Board for ratification.

## 2. Proposal

2.1	This report advises the Board of amendments to the membership of Combined Authority Board and Committees for the remainder of the municipal year 2023-24.
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## 3. Background

3.1	Peterborough City council has advised on 5 June 2023 that it has amended its representatives on the Combined Authority's Audit and Governance Committee; with Councillor Andy Coles to be the committee member and Councillor Jackie Allen the substitute. This change was accepted by the Monitoring Officer on the same date and took immediate effect.
3.2	Cambridgeshire City Council has advised on 6 June 2023 that its second representative on the Combined Authority's Overview and Scrutiny Committee would be Councillor Tim Griffin. This was accepted by the Monitoring Officer on the same date and took immediate effect.
3.3	Cambridgeshire City Council also advised on 6 June that its substitute member on the Combined Authority's Audit and Governance Committee was to be changed temporarily to Councillor Tim Griffin. This was accepted by the Monitoring Officer on the same date and took immediate effect. The substitute Member reverted back to Councillor Dinah Pounds on 12 <sup>th</sup> June 2023.
3.4	Cambridge County Council has advised on 7 June 2023 that its member on the Combined Authority's Environment and Sustainable Communities Committee would be Councillor Lorna Dupré. This was accepted by the Monitoring Officer on 8 June 2023 and took immediate effect.
3.5	Cambridgeshire County Council has advised on 14 June 2023 that its Liberal Democrat substitute on the Combined Authority's Overview and Scrutiny Committee would be changed to Councillor Anna Bradnam. This was accepted by the Monitoring Officer on 15 June 2023 and took immediate effect.
3.6	Peterborough City Council has advised on 15 June 2023 that its Conservative substitute on the Combined Authority's Overview and Scrutiny Committee would be changed to Councillor Steve Allen. This was accepted by the Monitoring Officer on the same date and took immediate effect.
3.7	Cambridgeshire and Peterborough Fire Authority advised on 4 July 2023 that Councillors Edna Murphy and Mohammed Jamil had been appointed representative and substitute to the Combined Authority Board at their annual meeting on 15 June 2023.
3.8	Peterborough City Council has advised on 10 July 2023 that its Labour Substitute on the Combined Authority's Overview and Scrutiny Committee would be changed temporarily to Councillor Noreen Bi in order to provide cover for the committee meeting on 24 July 2023. This was accepted by the

	Monitoring Officer on the same date and took immediate effect. The substitute Member reverted back to Councillor Dennis Jones on 25 <sup>th</sup> July 2023.
3.9	At the Annual General Meeting of the Combined Authority on 31 May 2023, the Mayor announced his intention to create a further Lead Member position specifically focused on Devolution. He has now appointed Councillor Sarah Conboy to this position. The full list of Lead Member Responsibilities is included as Appendix 1.

#### 4. Appendices

4.1	Appendix 1 – Lead Member Responsibilities 2023-24
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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	<a href="#">Appointments made to Audit and Governance Committee at AGM 2023</a>
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<b>Agenda Item 2</b>	<b>Appendix</b>
<b>Combined Authority Board and Committee Membership Update July 2023</b>	<b>1</b>

<b>Lead Member Responsibilities</b>	<b>Key Responsibilities</b>	<b>Lead Member</b>
<p>Mayor (Also Lead Member for Policy and Investment &amp; Growth)</p>	<p>Leadership of the Combined Authority</p> <p>Engagement with Government Ministers and Departments</p> <p>Overarching responsibility for developing and implementing the strategic direction of the Combined Authority</p> <p>Chair of Combined Authority: nominating <b>lead member responsibilities</b> and chairs of executive committees</p> <p>Public sector reform</p> <p>Lead Member of the Business Board (local enterprise partnership) for the Combined Authority. In conjunction with the Business Board, responsible for the development of the Local Industrial Strategy Aligning delivery of the Local Industrial Strategy with the strategic framework of the Combined Authority</p> <p>Combined Authority local and national ambassador for key business sectors:</p> <ul style="list-style-type: none"> <li>• Life Sciences and Healthcare</li> <li>• Advanced Manufacturing</li> <li>• Agritech</li> <li>• ICT, Digital and Creative</li> <li>• Place-based growth strategies including Market Towns and Core Cities</li> <li>• Enterprise zones Impact of Brexit</li> </ul> <p>Ambassador for Cambridgeshire and Peterborough to secure inward investment</p> <p>Assurance and Monitoring and Evaluation Frameworks</p> <p>The Mayor has executive functions in relation to the Mayoral budget and non- statutory spatial planning</p> <p>Communications Strategy</p>	<p>Dr Nik Johnson, Mayor</p>
<p>Deputy Mayor (statutory)</p> <p>Transport and Infrastructure</p> <p>Chair of the Transport and Infrastructure Committee</p>	<p>The Deputy Mayor carries a statutory responsibility and acts on behalf of the Mayor as designated or in their absence.</p> <p>Development of Local Transport Plan (for approval by Board)</p> <p>Sustainable transport Bus strategy</p> <p>Monitoring and delivery of and budget for major transport and connectivity programmes</p> <p>Development of the Transport Levy for recommendation to the board</p> <p>Road network and infrastructure</p> <p>Key transport partnerships including Network Rail and private sector transport providers</p> <p>Lead Member for Local Highways Authorities and the Strategic Highway Authority</p>	<p>Cllr Anna Smith</p>
<p>Lead Member for Governance</p>	<p>Effective governance of the Combined Authority, including transparency and openness</p>	<p>Cllr Edna Murphy</p>

Lead Member Responsibilities	Key Responsibilities	Lead Member
<p>Skills Chair of the Skills Committee</p>	<p>Skills Strategy: Employer focused skills system Peterborough University Apprenticeships and Pathways to Employment Scheme Adult Education Devolution Education Committee and coordination lead with Regional Schools Commissioner Coordination with the Department for Education on the Opportunity Area programme Centre for Skills (in conjunction with the Business Board) The Skills Framework and Action Plan for Adult Education Coordination with DWP and the Work &amp; Health Programme Innovation Fund and the Health and Care Sector Work Academy 16+ Area Review outcomes Apprenticeship Grant for Employers of 16 to 24 years</p>	<p>Cllr Lucy Nethsingha</p>
<p>Communities and Environment Joint Chair of the Environment and Sustainable Communities Committee</p>	<p>To act as lead and champion in the cause of:</p> <ul style="list-style-type: none"> <li>• Responding to Climate Change</li> <li>• Leading on the recommendations of the Cambridgeshire and Peterborough Independent Commission on Climate Change</li> <li>• Zero Carbon and carbon reduction</li> <li>• Renewable energy</li> <li>• Strategic relationships with public bodies, the private sector and voluntary groups on environmental issues</li> </ul>	<p>Cllr Bridget Smith</p>
<p>Housing Joint Chair of the Environment and Sustainable Communities Committee</p>	<p>Development of the Housing Strategy Overseeing the delivery of major housing schemes – including the Housing Investment Fund Monitoring and reporting to the Combined Authority Board on the affordable housing programmes, including: Delivery of the £100M housing devolution investment fund for the Combined Authority area Strategic relationships with the HCA, housing providers, developers and builders Culture and Tourism Lead member for the Connecting Cambridgeshire Project Social action and the voluntary, community and social enterprise sector Community Lead Member and Responsibility for the consultation strategy</p>	
<p>Public Health</p>	<p>To act as lead and champion in the cause of: Wellbeing and Public Health issues across all Portfolios Co-ordinating the work of the Combined Authority in preventative health Embedding public health across the work of the Combined Authority Maximising health improvement and minimising health harms; Reducing health inequalities Mental wellbeing, including promoting mental health and tackling stigma Healthy life expectancy; Healthy start to life Healthy active ageing</p>	<p>Cllr Chris Boden</p>



Lead Member Responsibilities	Key Responsibilities	Lead Member
	<p>Lead on Covid-related public health infrastructure and related community support for the Combined Authority</p> <p>Strategic relationships with Cambridgeshire &amp; Peterborough CCG and health providers in the Combined Authority area</p> <p>To promote reductions in health inequalities across the Combined Authority area</p>	
Devolution & Place	<p>Future devolution deals including securing new powers and associated budget responsibilities for the Combined Authority</p> <p>Development of a Shared Vision and Place narrative</p> <p>Stakeholder engagement</p>	Cllr Sarah Conboy



## Combined Authority Board

**Wednesday 31 May 2023 – AGM**

Venue:	Civic Suite, Pathfinder House, Huntingdon PE29 3TN	
Time:	10.00 to 11.40	
Present:	Mayor Dr Nik Johnson Councillor A Smith Councillor L Nethsingha Councillor A Bailey Councillor C Boden Councillor W Fitzgerald Councillor B Smith Councillor T Sanderson A Neely	Cambridge City Council (Statutory Deputy Mayor) Cambridgeshire County Council East Cambridgeshire District Council Fenland District Council Peterborough City Council South Cambridgeshire District Council Huntingdonshire District Council (substitute) Interim Chair of the Business Board
Co-Opted Members (non-voting):	Councillor E Murphy John Peach	Cambridgeshire and Peterborough Fire Authority Deputy Police and Crime Commissioner (substitute)
Apologies	Councillor S Conboy Darryl Preston J O'Brien	Huntingdonshire District Council Police and Crime Commissioner Cambridgeshire and Peterborough Integrated Care Board

### Minutes:

<b>1</b>	<p><b>Announcements, Apologies for Absence and Declarations of Interest</b></p> <p>The Mayor reflected back to his announcement at the previous year's AGM when he described the Combined Authority as being on life support, and how he would never have walked away and turned his back on the situation. He reflected on how that was prescient to events in his personal life later in the year. He stated how he was delighted to be back at the helm 365 days later; continuing the journey of transformation and change.</p> <p>He reiterated the strategic vision statement of the Authority: "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." He expressed how the heart of that vision is good quality jobs and provision for all, and reflected on the Combined Authority's determination to create thousands of good jobs, providing skills and training for the future; as well as to deliver an affordable and reliable bus service.</p> <p>The Mayor thanked each of the Board members personally for the roles they carry out and the strengths they bring, reasserting the ambition for each leader to take on specific roles for the Authority.</p> <p>He expressed his gratitude to his wife and children for their ongoing support.</p> <p>Recording his personal thanks to Gordon Mitchell, Interim Chief Executive, for providing leadership that has been a major catalyst for positive change; the Mayor wished Gordon well for the future and looked forward to welcoming Rob Bridge when he takes up his post.</p> <p>The Mayor concluded his statement by emphasising how the Combined Authority is part of a much wider community, alongside the constituent authorities, stakeholders and other partners: collaboration is key to driving things forwards. Ambitious plans cannot be delivered without working together.</p> <p>Apologies for absence were reported as set out above.</p> <p>There were no declarations of interest.</p>
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<b>2</b>	<b>Appointment of Deputy Mayor(s)</b>
	The Mayor announced Councillor Anna Smith as Statutory Deputy Mayor.
<b>3</b>	<b>Minutes</b>
	The minutes of the meeting on 22 March 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>
	Ten 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> .
<b>6</b>	<b>Membership of the Combined Authority</b>
	<p>On being proposed by the Mayor, seconded by Councillor Nethsingha, it was resolved unanimously to:</p> <p>A Note the Members and substitute Members appointed by constituent councils to the Combined Authority for the municipal year 2023-24 (Appendix 1)</p> <p>B Confirm that the following bodies be given co-opted member status for the municipal year 2023/24:</p> <p>a) The Police and Crime Commissioner for Cambridgeshire</p> <p>b) Cambridgeshire and Peterborough Fire Authority</p> <p>c) Cambridgeshire and Peterborough Integrated Care Board</p> <p>C Note the named representative and substitute representative for each organisation as set out in the report. <b>(Noting an error in the papers: the substitute for Peterborough is Councillor Steve Allen not Councillor Oliver Sainsbury)</b></p> <p>D Agree that any late notifications of appointments to the Monitoring Officer shall take immediate effect.</p> <p><i>[Note: Councillor A Smith was not present for this vote, vote was unanimous across voting members present in the meeting.]</i></p>
<b>7</b>	<b>Appointments to Thematic Committees, Committee Chairs and Lead Members</b>
	<p>On being proposed by the Mayor, seconded by Councillor A Smith, it was resolved unanimously to:</p> <p>A Note and agree the Mayor's nominations to Lead Member responsibilities and the membership of the committees including the Chairs of committees for 2023/24 as set out in Appendix 1</p> <p>B Note the Committee Members and substitute Members appointed by constituent councils to the Combined Authority for the municipal year 2023/24 (Appendix 1).</p> <p>C Note and agree the Membership for the HR Committee for 2023/24 (Appendix 1)</p> <p>The Mayor noted his intention to create a new Lead Member position for Devolution.</p>
<b>8</b>	<b>Appointment of the Overview and Scrutiny Committee</b>
	<p>Members asked for further clarity regarding the calculations of proportionality and the subsequent allocations to constituent councils. Officers agreed to circulate the details of the process to Board Members and to include the Members in discussions of the allocations during the appointment process in the future.</p> <p>On being proposed by the Mayor, seconded by Councillor A Smith, it was resolved unanimously to:</p> <p>A Confirm that the size of the Overview and Scrutiny Committee should be 14 members; two members from each constituent council and two substitute members for the municipal year 2023/24.</p> <p>B To agree the political balance on the committee as set out in Appendix 1.</p> <p>C Confirm the appointment of the Member and substitute Member nominated by constituent councils to the Overview and Scrutiny Committee for the municipal year 2023/24 as set out in Appendix 2.</p>

	D Approve the co-option of an independent member from a Constituent Council to the Overview and Scrutiny Committee and delegations given to the Overview and Scrutiny Committee to appoint the co-optee
<b>9</b>	<b>Appointment of the Audit and Governance Committee</b>
	<p>On being proposed by the Mayor, seconded by Councillor A Smith, it was resolved unanimously to:</p> <p>A Confirm the size of the Audit and Governance Committee should be eight members; one member and one substitute from each Constituent Council and one independent person.</p> <p>B To agree the political balance on the committee as set out in Appendix 1.</p> <p>C Confirm the appointment of the Member and substitute Member nominated by constituent councils to the Committee for the municipal year 2023/24 as set out in Appendix 2.</p> <p>D Appoint the Independent Person as Chair for the municipal year 2022/23 and delegate the election of the Vice Chair to the Audit and Governance Committee.</p> <p>E Approve the co-option of an independent member from a Constituent Council to the Audit and Governance Committee and delegations given to the Audit and Governance Committee to appoint the co-optee.</p>
<b>10</b>	<b>Overview and Scrutiny Committee Annual Report</b>
	<p>Councillor L Dupre, Chair of the Overview and Scrutiny Committee for the 2022/23 municipal year, introduced the report.</p> <p>She was pleased to report that the committee had met seven times during the course of the year and that the meetings were all quorate. Quoracy is a problem at Overview and Scrutiny Committees around the country because the high quorum is set by government.</p> <p>A second Mayor's question time was held in October, providing a useful opportunity for questions to be asked around priorities.</p> <p>Recommendations were made to Board around improvement work as well as regarding the budget and medium-term financial plan.</p> <p>The committee is meeting informally ahead of the first meeting of the new municipal year to consider ways of working going forwards.</p> <p>It was resolved unanimously to</p> <p>A Note the content of the report.</p>
<b>11</b>	<b>Audit and Governance Annual Report</b>
	<p>John Pye, Chair of the Audit and Governance Committee for the 2022/23 municipal year, introduced the report, explaining that the committee looks at how things are done, not what has been done. Examining the internal controls in place and how they have been applied.</p> <p>He looked back on the findings from the internal auditor in 2021/22 which gave the Combined Authority a negative opinion, as well as the intervention of the external auditor in June 2022 and the best value notice issued by DHLUC; noting that having these in writing advising what needs to be fixed has been invaluable.</p> <p>Mr Pye was pleased to be able to report that at the last meeting of the municipal year, the committee could see positive signs that the work undertaken was beginning to bear fruit. Looking ahead, the primary focus of the committee is to look to measure progress and improve effectiveness based on lessons learned.</p> <p>The Mayor thanked Mr Pye and the committee for their essential work.</p> <p>During discussion, Members noted:</p> <ul style="list-style-type: none"> <li>• the new senior officer team in place will provide a fresh look at the workings of the authority which is a massive opportunity,</li> <li>• after many weeks of hard work to get to the bottom of them, Councillor Bailey had highlighted breaches of governance relating to the procurement of bus services; a response from officers is requested to explain why the Audit and Governance Committee were not notified, and how there can be assurance it will not happen again,</li> </ul>

	<ul style="list-style-type: none"> <li>the recommendations from the Independent Improvement Board relating to stability for Audit and Governance will be a challenge and it may need a different approach. Balanced political representation may not be as important as having Members on the committee with the right skills.</li> </ul> <p>It was resolved unanimously to</p> <p>A Note the content of the report.</p>
<b>12</b>	<b>Calendar of Meetings</b>
	<p>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.</p> <p>It was resolved unanimously to</p> <p>A Approve the Calendar of Meetings for 2023/24 (Appendix 1).</p>

Mayor



## Combined Authority Board

**Wednesday 31 May 2023 – Ordinary**

Venue:	Civic Suite, Pathfinder House, Huntingdon PE29 3TN	
Time:	12.06 to 14.40 (break from 13.33 to 13.53)	
Present:	Mayor Dr Nik Johnson Councillor A Smith Councillor L Nethsingha Councillor A Bailey Councillor C Boden Councillor W Fitzgerald Councillor B Smith Councillor T Sanderson A Neely	Cambridge City Council (Statutory Deputy Mayor) Cambridgeshire County Council East Cambridgeshire District Council Fenland District Council Peterborough City Council South Cambridgeshire District Council Huntingdonshire District Council (substitute) Interim Chair of the Business Board
Co-Opted Members (non-voting):	Councillor E Murphy John Peach	Cambridgeshire and Peterborough Fire Authority Deputy Police and Crime Commissioner (substitute)
Apologies	Councillor S Conboy Darryl Preston J O'Brien	Huntingdonshire District Council Police and Crime Commissioner Cambridgeshire and Peterborough Integrated Care Board

### Minutes:

<b>X</b>	<p><b>Motion to defer item 7</b></p> <p>Prior to moving on to the meeting's agenda, the Mayor introduced a motion to defer item 7 on the agenda until a later date. He highlighted the need for the Local Transport and Connectivity Plan to include specific proposals and that the strategy needs to be one that all the Board Members can agree to. Though he reiterated that the plan is very good, it had come to light that some of the wording in the plan was not quite ready, and the alignment needs to be right before it is brought forward for discussion.</p> <p>Councillor Boden confirmed his agreement for the deferral, noting that though there have been a lot of discussions around the plan some voices had not been heard. He specifically pointed out the inclusion in the Strategic Framework the proposal for remote working two days a week, and how that would be a lot easier to apply to office workers than to shop or factory workers.</p> <p>Councillor Bailey voiced similar concerns, highlighting that plans within Cambridge City have a significant effect on the wider county from people accessing the area.</p> <p>Councillor A Smith made it clear that officers would not have brought this forward if they did not think it was likely to go through, and emphasised the need to understand what went wrong in communication.</p> <p>Councillor Fitzgerald stated that no Combined Authority officers had spoken to him about Peterborough.</p> <p>Councillor B Smith thanked officers for the huge amount of work that has gone into the plan and confirmed there had been a high level of engagement with South Cambridgeshire and the GCP.</p> <p>On being proposed by the Mayor, seconded by Councillor B Smith, it was resolved unanimously to:</p> <p style="padding-left: 40px;">Defer item 7, Local Transport and Connectivity Plan, to a future meeting</p>
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13	<p><b>Combined Authority Monthly Highlights Report</b></p> <p>The Interim Chief Executive introduced the report and highlighted key points to Board Members. During discussion, Members noted:</p> <ul style="list-style-type: none"> <li>• With promises of devolution to local government from both the major national political parties it is important to be a part of those discussions.</li> <li>• A one-size-fits-all model will not work for all Combined Authorities; with some not having a tiered system as part of the model; the funding methods are not reflective.</li> <li>• Whilst there had been scepticism in some areas ahead of the setting up of the CPCA, good things have come out of it; notable the University of Peterborough and the opportunities that brings to the area.</li> <li>• Changes have been made at the Combined Authority which are important in building confidence and trust. This group has a regional leadership role to play; needing to be able to agree plans and directions of travel.</li> </ul> <p>Councillor B Smith asked for a standing item to be added to the agenda for future Board meetings to update on the Oxford to Cambridge Pan Regional Partnership.</p> <p>It was resolved unanimously to:</p> <p>A Note the content of the report.</p>
14	<p><b>Budget Outturn Report [2023/018]</b></p> <p>The Executive Director, Resources and Performance, introduced the report and highlighted key points to Board members. During discussion, members noted:</p> <ul style="list-style-type: none"> <li>• The figures presented were still draft and subject to audit so may still change,</li> <li>• Plans to improve forecasting to capture work in progress should provide more certain financial forecasts in future,</li> <li>• Current inflation rates increase risks of slippage on capital, delivering as fast as possible on projects helps to alleviate that risk,</li> <li>• The Mayoral precept is unlikely to be enough; the network review will be coming back to Board in September. BSIP Plus allocation (a more flexible fund than in the past) can be applied for to support bus services.</li> </ul> <p>Councillor Bailey queried the negative expenditure of £25k on the contribution to the A14 upgrade and asked if the Combined Authority were given the same opportunity as East Cambridgeshire District Council who paid off a capital sum. Officers will provide confirmation.</p> <p>On being proposed by the Mayor, seconded by Councillor Boden, it was resolved unanimously to:</p> <p>A Note the outturn position of the Combined Authority for the 2022-23 financial year</p> <p>B Approve the updated requested slippage of unspent project budgets on the approved capital programme of £56.8m and on the revenue budget of £13.7m</p> <p>C Approve the ringfencing of £2.4m on treasury management income into an inflationary reserve as set out in paragraph 4.8</p>
15	<p><b>Improvement Plan Update</b></p> <p>The Interim Programme Director, Transformation, introduced the report and highlighted key points to Board members:</p> <ul style="list-style-type: none"> <li>• Improvement activity focuses on the areas of concern highlighted by the auditor,</li> <li>• The majority of staff underwent training on setting smart objectives in March and April and subsequently have had appraisals,</li> <li>• A single assurance framework is under development with an external working group of officers across different councils involved,</li> <li>• Recommendations from the PWC review of procurement will be shared with Audit and Governance Committee at their next meeting and will then be presented to Board in July,</li> <li>• The reframed Improvement Plan focuses on the areas for concern and sets out how we will identify when the tests set by DHLUC will be met and when the Independent Improvement Board may be able to step away.</li> </ul>

	<p>On being proposed by the Mayor, seconded by Councillor A Smith, it was resolved unanimously:</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 agree a 5<sup>th</sup> strategic objective of “Achieving Best Value and High Performance” for the Combined Authority to support and reflect the work being undertaken within the Improvement Programme</p> <p>C To note the observations from the recent stocktake exercise with partners on positive changes and progress on improvement</p> <p>D To agree the outline reframed Improvement Plan to address the key areas of concern by the External Auditor and Best Value Notice</p> <p>E To note the proposed RAG rating methodology to measure progress of improvement activity against the agreed reframed Improvement Plan</p> <p>F To note the progress made on the appointment of Chair, Independent Improvement Board</p>
<b>16</b>	<b>Constitution Changes</b>
	<p>The Executive Director, Resources and Performance, introduced the report and highlighted key points to Board members.</p> <p>It was noted that the Audit and Governance Committee had considered the changes at their meeting in March and suggestions they made had been incorporated.</p> <p>On being proposed by Councillor Murphy, seconded by the Mayor, it was resolved unanimously:</p> <p>A To approve and adopt the revisions to the Constitution as detailed in the report</p>
<b>17</b>	<b>Forward Plan</b>
	<p>It was resolved unanimously:</p> <p>A To approve the Forward Plan for May 2023</p>
<b>18</b>	<b>Local Transport and Connectivity Plan</b>
	Item deferred, note above refers.
<b>19</b>	<b>Variation to Loan to Support Residential Development at Histon Road, Cambridge</b>
	<p>The Development Manager presented the report and highlighted key points to Board members. Councillor B Smith confirmed that as Lead Member she had been kept informed of the matter and was fully supportive.</p> <p>It was resolved unanimously to:</p> <p>A Note that the Final Repayment date of the loan has been extended from 7 May 2023 to 30 September 2023 or earlier</p> <p>B Note that a second loan and a second charge is to be registered against the property that serves as CPCA’s security</p> <p>C Note that authority has been delegated to the Monitoring Officer or the Head of Legal Services to finalise terms in consultation with the Interim Executive Director for Place and Connectivity and complete the necessary documentation to implement the Deed of Priority with the second Lender.</p>
<b>20</b>	<b>Local Skills Improvement Plan Update [2023/024]</b>
	<p>The Strategic Careers Hub Lead presented the report and highlighted key points to Board members:</p> <ul style="list-style-type: none"> <li>• The Skills White Paper sets out the government blueprint for skills to meet the needs of employers. The Local Skills Improvement Plan (LSIP) is led by employment bodies (in this case the Cambridgeshire Chamber of Commerce).</li> <li>• The statement issued by the Combined Authority is to assure the Secretary of State that the Combined Authority views are taken into account when the LSIP is submitted.</li> </ul> <p>On being proposed by Councillor Nethsingha, seconded by Councillor Sanderson, it was resolved unanimously to:</p> <ul style="list-style-type: none"> <li>• Receive an update regarding the publication of the Local Skills Improvement Plan</li> </ul>



	<ul style="list-style-type: none"> <li>• Note the publication of the LSIP</li> <li>• Approve the statement of the Combined Authority</li> <li>• Note further devolved powers over LSIPs in the Trailblazer Devolution Deals secured by Greater Manchester and West Midlands Combined Authorities</li> </ul>
<p>It was resolved to exclude the press and public from the meeting on the grounds that the following reports contained exempt information under Part 1 of Schedule 12A the Local Government Act 1972, as amended, and that it would not be in the public interest for this information to be disclosed. That is, information relating to an individual; information which was likely to reveal the identity of an individual; and information relating to the financial or business affairs of any particular person (including the authority holding that information). The public interest in maintaining the exemption was deemed to outweigh the public interest in its publication.</p>	
<b>21</b>	<b>Employment Matters</b>
	<p>It was resolved unanimously to:</p> <p>Note the content of the report.</p>
<b>22</b>	<b>Additional CPCA Equity Investment into Peterborough HE Property Company Ltd [KD2023/015]</b>
	<p>On being proposed by the Mayor, seconded by Councillor Nethsingha, it was resolved unanimously to:</p> <p>Approve recommendation A</p> <p>Approve recommendation B</p>

Mayor



# Combined Authority Board

Agenda Item

**3**

**26 July 2023**

Title:	Minutes Action Log
Report of:	Edwina Adefehinti, Interim Chief Officer Legal and Governance & Monitoring Officer
Lead Member:	Lead Member for Governance
Public Report:	Yes

Minute	Report Title	Lead Officer	Action	Response	Status
199. and 200.	Appointment of the Overview & Scrutiny Committee 2022/23  Appointment of the Audit & Governance Committee 2022/23	Edwina Adefehinti	Officers were asked to raise the exclusion of Independent members from political proportionality calculations relating to committee memberships with DLUHC.	At present the law as it is set out in The Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017 which applies to all combined authorities, excludes independent members from political proportionality calculations. For there to be a change a new statutory instrument would be required. This issue will be raised with DLUHC by officers.  Correspondence sent to DLUHC, awaiting response.  DLUHC responded on 22 <sup>nd</sup> June 2023 confirming they are unable to give legal advice and referring to available legislation.  MO wrote back on 23 <sup>rd</sup> June to ask whether government would consider new legislation. Response not yet received.	Closed
235.	OneCAM Ltd Audit report	Edwina Adefehinti	To take learning from the OneCAM Ltd audit report and raise the concerns expressed in the meeting, including around potential Officer conflicts of interest, with the Audit and Governance Committee.	The Deputy Monitoring Officer is taking a report to the March meeting of the Audit and Governance Committee along with a new conflict guidance which has already been drafted and discussed with the Executive team. The guidance will be taken to a Leaders' strategy meeting,	Open

Minute	Report Title	Lead Officer	Action	Response	Status
				<p>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>	
291.	Mayoral Decision Notice MDN40-2022 Adult Education Budget Contract Awards 2022-23	Fliss Miller / Parminder Singh Garcha	The SRO offered a note outside of the meeting providing detail of the correlation between the skills budget and skills needs in different parts of the CPCA area and the skills needs of business.	<p>A report providing further data analysis on skills needs will be provided outside of the meeting. The Annual Report of AEB delivery is due in February.</p> <p>07.03.23: A prototype employment and skills Constituent Council Profile is under-development, piloted for Fenland and East Cambridgeshire. A draft will be shared w/c 13 March to the two Districts for comment. This will ensure we co-design the District Profile with constituent councils and gather feedback from colleagues to ensure they are fit-for-purpose. The template will be updated accordingly. To note that the Annual Population Survey data for January-December 2022 is expected to be released on 18 April 2023. This will be incorporated into the District Profiles to ensure currency with the latest employment data release. Therefore, all District and Unitary Council Profiles are scheduled for release by 30 April 2023.</p> <p>18.07.23 A report on District and Unitary Employment and Skills Profiles was presented to the Skills and Employment Committee on 3 July 2023.</p>	Closed
303.	Budget Monitoring Report	Jon Alsop / Rob Emery	Officers offered a note outside the meeting on the grants referenced at section 3.7.	A note has been drafted and will be circulated to Board Members ahead of their July meeting.	Closed
310.	Call-in of decision by the Transport and Infrastructure Committee: Demand Responsive Transport	Edwina Adefehinti	A Member suggested that the Audit and Governance Committee should look at the procurement and governance aspects of what had taken place in this case.	A report following a review of the CPCA;s procurement process will be taken to the Audit and Governance Committee on 9 June 2023.	Open
315.	Snailwell Loop (Newmarket Curve)	Steve Cox / Tim Bellamy	Officers undertook to provide the Board with a copy of the information on the usage of Soham Station	The usage of Soham Station was provided to the TIC meeting on 14th June – subsequent updates will be	Closed

Minute	Report Title	Lead Officer	Action	Response	Status
			which had been requested by the Transport and Infrastructure Committee.	provided to TIC and Board from the ORR statistics and the Greater Anglia ticketing information.	
323.	University of Peterborough - Proposal to offer a loan to R&D Company 2 Delivering the University Phase 2 Building	Edwina Adefehinti / Alison Marston	To consider a visit to the University of Peterborough by Board members and holding a future Combined Authority Board meeting at the University.	Portable webcasting kit can be utilised in order for CA Board meeting to be held at UP. Looking at meetings later in the municipal year so that this can be scheduled.  Member induction took place at UoP on 22nd June and toured UoP on the day. Also, Business Board members held the 2023 AGM at the UoP.	Closed
333.	Mayor's Draft Budget and Mayoral Precept 2023-24 and 2023/24 Budget and Medium-term Financial Plan 2023 to 2027	Edwina Adefehinti / Alison Marston	The Deputy Mayor noted the Board's comments around the timing of the issuing of papers, and this might be something which could be picked up as part of future reviews of the Constitution, along with the request for more discussions.	There is nothing further that can be added to the Constitution presently because a budget setting protocol is being developed by the Finance team. Once that is agreed and approved it can then be incorporated into the Constitution	Open
336.	Climate and Strategy Business Case January 2023	Steve Cox  Steve Cox	Cllr Boden asked that all proposed expenditure on climate-related objectives should be quantified in terms of the cost per tonne of CO2E being saved.  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.	The existing procedure for the development of Business Cases requires a climate assessment. Expenditure on specific climate-related objectives will be quantified in terms of cost of CO2E saved where that is available.  A description of Net Zero will be reported to E&SC Committee and will include proposals for performance monitoring.	Closed  Open
367	Combined Authority Monthly Highlights Report: February 2023		The Chair of the Business Board noted that Cambridgeshire and Peterborough had not been included in the twelve areas identified in the Budget for investment zones. The newly appointed Executive Director for Economy and Growth had been involved in work around this in previous roles, and the Interim Chief Executive suggested an early discussion with the Board to inform what would be a substantial piece of work.	Discussions continue. It is clear that a great deal remains to be resolved around that announcement and future discussions will need to keep this concept in play.	Open
368	Budget Monitor Report March 2023	Nick Bell	Councillor Bailey noted that two months after setting a budget that included a Mayoral precept	A note has been drafted and will be circulated to Board Members ahead of their July meeting.	Closed

Minute	Report Title	Lead Officer	Action	Response	Status
			the CPCA was looking at a budget variance of £23.4m. She asked whether the bus services which had been tendered within the budget were included specifically within the bus budget or whether it was general budget slippage that might be paying for re-tendered bus services. The Executive Director for Resources and Performance stated that only c£169k of revenue finance had been available to support bus services as most of the revenue underspend was in the form of ring-fenced grants and so not available to support bus services. Officers would provide a note on the second point.		
370	Improvement Plan Update	Angela Probert	The Mayor endorsed Board members' wish to acknowledge the significant amount which Lord Kerslake had done during his short period at the helm of the IIB and would write on behalf of the Board to thank him.	The Mayor wrote to the late Lord Kerslake to acknowledge and thank him for his contribution	Closed
382	Local Transport and Connectivity Plan	Tim Bellamy	Councillor Bailey asked for a response outside of the meeting on what was happening with the loss of the Lynn Road cycling lane.	Officers have enquired on the status of Lynn Road cycling lane with County Council officers. This, alongside a number of key issues will form part of the ATE visit on 21st June whereby the CPCA and constituent Councils can demonstrate the need for continued funding for active travel for the whole of the region. Email sent to Board Members 24 May 2023.	Closed
397	Delegations to Officers	Edwina Adefehinti	The Statutory Deputy Mayor commented that a delegation was being sought so that decisions regarding the CPIER could be made in a timely way. There was nothing in the recommendations to preclude a Member workshop being arranged, and asked that this request should be noted.	A workshop will be considered as part of the general development sessions being organised or members.	Open
<b>Annual General Meeting 31 May 2023</b>					
8	Appointment of the Overview and Scrutiny Committee	Edwina Adefehinti	Members asked for further clarity regarding the calculations of proportionality and the subsequent allocations to constituent councils. Officers agreed to circulate the details of the process to Board	The Monitoring officer sent an email to the Board on 30 May 2023 confirming how seats are allocated in the CPCA. The Executive Director for Resources and performance also wrote to Cllr Bailey on 12 June 2023.	<b>Closed</b>

Minute	Report Title	Lead Officer	Action	Response	Status
			Members and to include the Members in discussions of the allocations during the appointment process in the future.		
11	Audit and Governance Annual Report		After many weeks of hard work to get to the bottom of them, Councillor Bailey had highlighted breaches of governance relating to the procurement of bus services; a response from officers is requested to explain why the Audit and Governance Committee were not notified, and how there can be assurance it will not happen again.	The correct forum for dealing with the matter was through the relevant HR procedures following investigation, as it was an employment issue. A report was taken to Audit and Governance following investigation into the matter. Learning from the investigation has been taken on board which resulted in PWC conducting an independent review of the procurement function of the CPCA, following which clearer guidance and Procurement and Contract Rules have been produced.	Closed
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.	Open
<b>Ordinary Meeting 31 May 2023</b>					
1	Combined Authority Monthly Highlights Report	Ed Colman	Councillor B Smith asked for a standing item to be added to the agenda for future Board meetings to update on the Oxford to Cambridge Pan Regional Partnership.	A standing item on the Oxford to Cambridge Pan Regional Partnership has been added to the Chief Executive's Highlights report.	Closed
2	Budget Outturn Report	Nick Bell	Councillor Bailey queried the negative expenditure of £25k on the contribution to the A14 upgrade and asked if the Combined Authority were given the same opportunity as East Cambridgeshire District Council who paid off a capital sum. Officers will provide confirmation.	A note has been drafted and will be circulated to Board Members ahead of their July meeting.	Closed
10	Additional CPCA equity investment into Peterborough HE Property Company Ltd	Richard Kenny	Councillor B Smith asked whether Anglia Ruskin University will be investing the capital receipt from the sale of the building students are being relocated from. Officers confirmed they would make enquiries.		Open

Minute	Report Title	Lead Officer	Action	Response	Status
			Councillor Murphy queried around the timelines for students and the opening of new areas at the university. Officers agreed to bring an update to Board giving more details of the overall university project.		



**CAMBRIDGESHIRE  
& PETERBOROUGH**  
COMBINED AUTHORITY

# Cambridgeshire and Peterborough Combined Authority Forward Plan of Executive Decisions

Published 14 July 2023  
[amended 18 July 2023]

**The Forward Plan is an indication of future decisions. It is subject to continual review and may be changed in line with any revisions to the priorities and plans of the CPCA. It is re-published on a monthly basis to reflect such changes.**



## Purpose

The Forward Plan sets out all of the decisions to be taken by the Combined Authority Board, 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. Affordable Housing Programme Loans Update
2. Affordable Housing Programme – Update on Implementation

### Skills and Employment Committee

1. Budget and Performance Report
2. Employment and Skills Board Update

### Transport and Infrastructure Committee

1. Performance and Finance Report

## Combined Authority Board – 26 July 2023

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
1	Minutes of the Annual and Ordinary Meetings on 31 May 2023 and Action Log	Cambridgeshire and Peterborough Combined Authority Board	26 July 2023	Decision	To approve the minutes of the previous meeting and review the action log.	Relevant internal and external stakeholders	Edwina Adefehinti Interim Chief Officer Legal and Governance, Monitoring Officer	Councillor Edna Murphy Lead Member for Governance	None anticipated other than the report and relevant appendices.
2	Forward Plan	Cambridgeshire and Peterborough Combined Authority Board	26 July 2023	Decision	To approve the latest version of the forward plan.	Relevant internal and external stakeholders	Edwina Adefehinti Interim Chief Officer Legal and Governance, Monitoring Officer	Councillor Edna Murphy Lead Member for Governance	None anticipated other than the report and relevant appendices.
3	Budget Monitor Update	Cambridgeshire and Peterborough Combined Authority Board	26 July 2023	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.
4	Review of Procurement	Cambridgeshire and Peterborough Combined Authority Board	26 July 2023	Decision	To provide an update following the review of procurement	Relevant internal and external stakeholders including the Audit and Governance Committee	Nick Bell Chief Finance Officer	Mayor Dr Nik Johnson	None anticipated other than the report and relevant appendices.
5	Review of the Constitution	Cambridgeshire and Peterborough Combined Authority Board	26 July 2023	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 for 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 submitted to the decision maker
6	Performance Management	Cambridgeshire and Peterborough Combined Authority Board	26 July 2023	Decision	To review draft performance management dashboard for comment	Relevant internal and external stakeholders including Audit and Governance and Overview and Scrutiny Committees	Kate McFarlane Head of Policy and Executive Support	Mayor Dr Nik Johnson	None anticipated other than the report and relevant appendices.
7	Shaping the Future	Cambridgeshire and Peterborough Combined Authority Board	26 July 2023	Decision	To receive an update on the refresh of the Cambridgeshire and Peterborough Independent Economic Review (CPIER) for comment. To note and comment on the approach to a long-term shared vision for Cambridgeshire and Peterborough.	Relevant internal and external stakeholders	Kate McFarlane Head of Policy and Executive Support	Mayor Dr Nik Johnson	None anticipated other than the report and relevant appendices.
8	Local Highways Capital Grant Allocations	Cambridgeshire and Peterborough Combined Authority Board	26 July 2023	Key Decision KD2023/031	To confirm the allocation of Highways Capital grants between the Cambridge County Council and Peterborough City Council	Relevant internal and external stakeholders	Nick Bell Chief Finance Officer	Mayor Dr Nik Johnson	None anticipated other than the report and relevant appendices.
9	Greater South East Net Zero Hub Delegations <b>[New Item]</b> <sup>1</sup>	Cambridgeshire and Peterborough Combined Authority Board	26 July 2023	Key Decision KD2023/033	Delegate authority to the Executive Director of Resources and Performance to make decisions on behalf of the Combined Authority when sitting on the Net Zero Hub Board(s).	Relevant internal and external stakeholders	Maxine Narburgh Regional Head GSE (Greater South East) Net Zero Hub	Councillor Bridget Smith Lead Member, Communities & Environment	None anticipated other than the report and relevant appendices.

<sup>1</sup> Added 18 July 2023

## Recommendations from the Skills and Employment Committee

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
10	Skills Contract Awards to Independent Training Providers for the 2023/24 academic year	Cambridgeshire and Peterborough Combined Authority Board	26 July 2023	Key Decision KD2023/004	To approve contract awards to Independent Training Providers for the 2023/24 academic year from the Adult Education Budget, Free Courses for Jobs and Multiply.	Relevant internal and external stakeholders, including the Business Board	Fliss Miller Assistant Director Skills	Councillor Lucy Nethsingha Lead Member for Skills	None anticipated other than the report and relevant appendices.
11	External Funding Proposals	Cambridgeshire and Peterborough Combined Authority Board	26 July 2023	To note	To note external funding proposals being made by the Combined Authority proposal submitted to the National Lottery Community Fund	Relevant internal and external stakeholders, including the Business Board	Parminder Singh Garcha SRO – Adult Education	Councillor Lucy Nethsingha Lead Member for Skills	None anticipated other than the report and relevant appendices.
12	Approval of Grant Funding Agreements for AEB Local Innovation Fund	Cambridgeshire and Peterborough Combined Authority Board	26 July 2023	Key Decision KD2023/028	To approve and delegate authority for grant allocations from the AEB Local Innovation Fund to be made.	Relevant internal and external stakeholders, including the Business Board	Parminder Singh Garcha SRO – Adult Education	Councillor Lucy Nethsingha Lead Member for Skills	None anticipated other than the report and relevant appendices.

## Recommendations from the Environment and Sustainable Communities Committee

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
13	Community Homes Support Service	Cambridgeshire and Peterborough Combined Authority Board	26 July 2023	Decision	To consider discontinuing to provide support to community homes groups.	Relevant internal and external stakeholders	Nick Sweeney Residential Development Manager	Councillor Bridget Smith Lead Member, Communities & Environment	None anticipated other than the report and relevant appendices.

## Recommendations from the Transport and Infrastructure Committee

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
14	Active Travel Update	Cambridgeshire and Peterborough Combined Authority Board	26 July 2023	Decision	Recommend drawdown of funding for active travel programmes and delegation of authority to enter into Grant Funding Agreements with Cambridgeshire County Council and Peterborough City Council.	Relevant internal and external stakeholders	Tim Bellamy Interim Head of Transport	Mayor Dr Nik Johnson	None anticipated other than the report and relevant appendices.
15	Regional Transport Model	Cambridgeshire and Peterborough Combined Authority Board	26 July 2023	Key Decision KD2023/016	Update on Regional Transport Model and approval of spend by Peterborough City Council	Relevant internal and external stakeholders	Tim Bellamy Interim Head of Transport	Councillor Anna Smith Lead member for Transport	None anticipated other than the report and relevant appendices.

## Recommendations from the Business Board

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
16	Rural England Prosperity Fund Implementation	Cambridgeshire and Peterborough Combined Authority Board	26 July 2023	Decision	To approve the Rural England Prosperity Fund Addendum that was submitted to DLUHC/DEFRA on 30 November 2022 that had been agreed by the relevant local authorities which has now been approved centrally, and to approve the associated delegations that will support the day-to-day delivery of the REPF.	Relevant internal and external stakeholders	Richard Kenny Executive Director Economy and Growth	Chair of the Business Board	None anticipated other than the report and relevant appendices.
17	Business Board Plan for Remaining Strategic Funds	Cambridgeshire and Peterborough Combined Authority Board	26 July 2023	Key Decision KD2023/029	To approve the preferred option on investing the recycled Local Growth Fund plus Enterprise Zone receipts as determined and endorsed by Business Board.	Relevant internal and external stakeholders	Richard Kenny Executive Director Economy and Growth	Chair of the Business Board	None anticipated other than the report and relevant appendices.
18	Business Board Priority Sector Strategies	Cambridgeshire and Peterborough Combined Authority Board	26 July 2023	Key Decision KD2023/031	To update Members on the suggested approach to co-designing the next phases of development of the areas sector strategies, with budget request to establish an in-house support & delivery team.	Relevant internal and external stakeholders	Richard Kenny Executive Director Economy and Growth	Chair of the Business Board	None anticipated other than the report and relevant appendices.

## Skills and Employment Committee – 4 September 2023

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
19	Findings from AEB 3 Year Impact Evaluation of devolved AEB	Skills and Employment Committee	4 Sep 2023	To note	To note the impact of devolved AEB to the sub-region and lessons learnt from the first three years of devolution.	Relevant internal and external stakeholders, including the Business Board	Parminder Singh Garcha SRO – Adult Education	Councillor Lucy Nethsingha Lead Member for Skills	None anticipated other than the report and relevant appendices.
20	Careers Hub update for 2023/24	Skills and Employment Committee	4 Sep 2023	To note	To note the delivery focus for 2023/24 academic year	Relevant internal and external stakeholders, including the Business Board	Laura Guymer Strategic Careers Hub Lead	Councillor Lucy Nethsingha Lead Member for Skills	None anticipated other than the report and relevant appendices.
21	FE Coldspots – progress update	Skills and Employment Committee	4 Sep 2023	To note	To note update on progress	Relevant internal and external stakeholders, including the Business Board	Parminder Singh Garcha SRO – Adult Education	Councillor Lucy Nethsingha Lead Member for Skills	None anticipated other than the report and relevant appendices.
22	Skills Bootcamps 2024-25 FY <b>[New Item]</b>	Skills and Employment Committee	4 Sep 2023	Key Decision KD2023/035	To recommend that the CA Board approves the submission of the bid for further Skills Bootcamp funding for the 2024-25 financial year and delegate authority to the Assistant Director of Skills to procure, enter into, award and extend contracts.	Relevant internal and external stakeholders, including the Business Board	Melissa Gresswell Project Manager – Skills Bootcamps	Councillor Lucy Nethsingha Lead Member for Skills	None anticipated other than the report and relevant appendices.



23	State of the Economy <b>[New Item]</b>	Skills and Employment Committee	4 Sep 2023	To note	To note the latest position regarding the state of the Cambridgeshire and Peterborough Economy	Relevant internal and external stakeholders, including the Business Board	Richard Kenny Executive Director Economy and Growth	Councillor Lucy Nethsingha Lead Member for Skills	None anticipated other than the report and relevant appendices.
24	UK SPF – People and Skills Project Implementation Plan <b>[New Item]</b>	Skills and Employment Committee	4 Sep 2023	Key Decision KD2023/033	To recommend the Combined Authority Board approve and delegate authority to implement the recommended model of mobilisation and delivery of strategic Skills projects contained within the UKSPF Implementation plan	Relevant internal and external stakeholders, including the Business Board	Alexis McLeod Senior Programme Manager	Councillor Lucy Nethsingha Lead Member for Skills	None anticipated other than the report and relevant appendices.

## Environment and Sustainable Communities Committee – 11 September 2023

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
25	Connecting Cambridgeshire Progress Report	Environment and Sustainable Communities Committee	11 Sep 2023	To note	To note progress on the programme delivery.	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	Cultural Services	Environment and Sustainable Communities Committee	11 Sep 2023	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.
27	Unit swap from Heylo – SN Development to Vistry <b>[New Item]</b>	Environment and Sustainable Communities Committee	11 Sep 2023	Decision	Recommend the dissolving of SN Development/Heylo agreement and to be replaced with Heylo/Vistry and refer the grant monies to this project with Vistry.	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 September 2023

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
28	Bus Service Improvement Plan	Transport and Infrastructure Committee	13 Sep 2023	Decision	To provide feedback on the draft Bus Service Improvement Plan (BSIP) and make recommendations to the Combined Authority Board.	Relevant internal and external stakeholders	Steve Cox Executive Director Place and Connectivity  Tim Bellamy Interim Head of Transport	Councillor Anna Smith Lead member for Transport	None anticipated other than the report and relevant appendices.
29	Local Transport and Connectivity Plan	Transport and Infrastructure Committee	13 Sep 2023 <sup>2</sup>	Key Decision KD2022/056	To recommend to the Combined Authority Board approval of the Local Transport and Connectivity Plan	Relevant internal and external stakeholders	Steve Cox Executive Director Place and Connectivity  Tim Bellamy Interim Head of Transport	Councillor Anna Smith Lead member for Transport	None anticipated other than the report and relevant appendices.
30	Electric Vehicles <b>[New Item]</b>	Transport and Infrastructure Committee	13 Sep 2023	To note	Note progress and way forward on Electric Vehicles and LEVI funding	Relevant internal and external stakeholders	Steve Cox Executive Director Place and Connectivity  Tim Bellamy Interim Head of Transport	Councillor Anna Smith Lead member for Transport	None anticipated other than the report and relevant appendices.
31	ITSO Approved Support Contracts for ENCTS <b>[New Item]</b>	Transport and Infrastructure Committee	13 Sep 2023	Key Decision KD2023/027	To recommend to the Combined Authority Board to delegate authority to the Interim Head of Transport to approve procurement, award and enter into contract(s) for HOPS and Smartcard Services	Relevant internal and external stakeholders	Steve Cox Executive Director Place and Connectivity  Tim Bellamy Interim Head of Transport	Councillor Anna Smith Lead member for Transport	None anticipated other than the report and relevant appendices.

<sup>2</sup> Moved from July

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
32	Bus Reform Outline Business Case	Transport and Infrastructure Committee	13 Sep 2023 <sup>3</sup>	Key Decision KD2023/026	To present the Outline Business Case for Bus Reform in Cambridgeshire and Peterborough.	Relevant internal and external stakeholders	Tim Bellamy Interim Head of Transport	Councillor Anna Smith Lead member for Transport	None anticipated other than the report and relevant appendices.
33	Peterborough Bus Depot <b>[New Item]</b>	Transport and Infrastructure Committee	13 Sep 2023	To note	To present an update on joint proposals with PCC for funding secured to provide a bus depot in Peterborough	Relevant internal and external stakeholders	Steve Cox Executive Director Place and Connectivity Tim Bellamy Interim Head of Transport	Councillor Anna Smith Lead member for Transport	None anticipated other than the report and relevant appendices.
34	A10 Update <b>[New Item]</b>	Transport and Infrastructure Committee	13 Sep 2023	To note	To present an update on progress regarding the A10 scheme, including work on the business case	Relevant internal and external stakeholders	Tim Bellamy Interim Head of Transport Matthew Lutz Transport Programme Manager Jeremy Smith Group Manager, Transport Strategy and Funding	Councillor Anna Smith Lead member for Transport	None anticipated other than the report and relevant appendices.

<sup>3</sup> Previously on the Forward Plan for 12 July Committee

## Combined Authority Board – 20 September 2023

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
35	Minutes of the Meeting on 26 July 2023 and Action Log	Cambridgeshire and Peterborough Combined Authority Board	20 Sep 2023	Decision	To approve the minutes of the previous meeting and review the action log.	Relevant internal and external stakeholders	Edwina Adefehinti Interim Chief Officer Legal and Governance, Monitoring Officer	Councillor Edna Murphy Lead Member for Governance	None anticipated other than the report and relevant appendices.
36	Forward Plan	Cambridgeshire and Peterborough Combined Authority Board	20 Sep 2023	Decision	To approve the latest version of the forward plan.	Relevant internal and external stakeholders	Edwina Adefehinti Interim Chief Officer Legal and Governance, Monitoring Officer	Councillor Edna Murphy Lead Member for Governance	None anticipated other than the report and relevant appendices.
37	Budget Monitor Update	Cambridgeshire and Peterborough Combined Authority Board	20 Sep 2023	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	Access to Information Protocol for Members <b>[New Item]</b>	Cambridgeshire and Peterborough Combined Authority Board	20 Sep 2023	Decision	To approve amendments to the protocol	Relevant internal and external stakeholders	Edwina Adefehinti Interim Chief Officer Legal and Governance, Monitoring Officer	Councillor Edna Murphy Lead Member for Governance	None anticipated other than the report and relevant appendices.
39	Review of the Constitution <b>[New Item]</b>	Cambridgeshire and Peterborough Combined Authority Board	20 Sep 2023	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 for 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 submitted to the decision maker
40	Delegations to Officers <b>[New Item]</b>	Cambridgeshire and Peterborough Combined Authority Board	20 Sep 2023	Key Decision KD2023/036	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 for Governance	None anticipated other than the report and relevant appendices.
41	Performance Management Framework	Cambridgeshire and Peterborough Combined Authority Board	20 Sep 2023	Decision	To seek approval of the Combined Authority Performance Management Framework	Relevant internal and external stakeholders including Audit and Governance Committee	Kate McFarlane Head of Policy and Executive Support	Mayor Dr Nik Johnson	None anticipated other than the report and relevant appendices.
42	Single Assurance Framework	Cambridgeshire and Peterborough Combined Authority Board	20 Sep 2023	Decision	To seek approval of the Combined Authority Single Assurance Framework	Relevant internal and external stakeholders including Audit and Governance Committee	Nick Bell Chief Finance Officer	Mayor Dr Nik Johnson	None anticipated other than the report and relevant appendices.
43	Risk Management Framework	Cambridgeshire and Peterborough Combined Authority Board	20 Sep 2023	Decision	To seek approval of the Combined Authority Risk Management Framework	Relevant internal and external stakeholders including Audit and Governance Committee	Nick Bell Chief Finance Officer	Mayor Dr Nik Johnson	None anticipated other than the report and relevant appendices.
44	Budget Adjustment for Market Towns Programme	Cambridgeshire and Peterborough Combined Authority Board	20 Sep 2023	Key Decision KD2023/030	To approve updated programme budget to reflect project portfolio delivery dates	Relevant internal and external stakeholders	Richard Kenny Executive Director Economy and Growth	Mayor Dr Nik Johnson	None anticipated other than the report and relevant appendices.

## Recommendations from the Skills and Employment Committee

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
45	UK SPF – People and Skills Project Implementation Plan <b>[New Item]</b>	Cambridgeshire and Peterborough Combined Authority Board	20 Sep 2023	Key Decision KD2023/033	To approve and delegate authority to implement the recommended model of mobilisation and delivery of strategic Skills projects contained within the UKSPF Implementation plan	Relevant internal and external stakeholders, including the Business Board	Alexis McLeod Senior Programme Manager	Councillor Lucy Nethsingha Lead Member for Skills	None anticipated other than the report and relevant appendices.
46	Skills Bootcamps 2024-25 FY <b>[New Item]</b>	Cambridgeshire and Peterborough Combined Authority Board	20 Sep 2023	Key Decision KD2023/035	To approve the submission of the bid for further Skills Bootcamp funding for the 2024-25 financial year and delegate authority to the Assistant Director of Skills to procure, enter into, award and extend contracts.	Relevant internal and external stakeholders, including the Business Board	Melissa Gresswell Project Manager – Skills Bootcamps	Councillor Lucy Nethsingha Lead Member for Skills	None anticipated other than the report and relevant appendices.

## Recommendations from the Environment and Sustainable Communities Committee

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker

## Recommendations from the Transport and Infrastructure Committee

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
47	Bus Service Improvement Plan	Cambridgeshire and Peterborough Combined Authority Board	20 Sep 2023 <sup>4</sup>	Decision	To seek sign-off for the Bus Service Improvement Plan in order for it to be submitted to government.	Relevant internal and external stakeholders	Tim Bellamy Interim Head of Transport	Councillor Anna Smith Lead member for Transport	None anticipated other than the report and relevant appendices.
48	Local Transport and Connectivity Plan	Cambridgeshire and Peterborough Combined Authority Board	20 Sep 2023 <sup>5</sup>	Key Decision KD2022/056	To approve the transport strategy for the region as contained within the Local Transport and Connectivity Plan ahead of submission to government.	Relevant internal and external stakeholders	Steve Cox Executive Director Place and Connectivity Tim Bellamy Interim Head of Transport	Councillor Anna Smith Lead member for Transport	None anticipated other than the report and relevant appendices.

<sup>4</sup> Moved from 26 July meeting (23.06.23)

<sup>5</sup> Moved from 26 July Board



	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
49	ITSO Approved Support Contracts for ENCTS <b>[New Item]</b>	Cambridgeshire and Peterborough Combined Authority Board	20 Sep 2023	Key Decision KD2023/027	To delegate authority to the Interim Head of Transport to approve procurement, award and enter into contract(s) for HOPS and Smartcard Services	Relevant internal and external stakeholders	Steve Cox Executive Director Place and Connectivity  Tim Bellamy Interim Head of Transport	Councillor Anna Smith Lead member for Transport	None anticipated other than the report and relevant appendices.
50	Peterborough Bus Depot <b>[New Item]</b>	Cambridgeshire and Peterborough Combined Authority Board	20 Sep 2023	To note	To present an update on joint proposals with PCC for funding secured to provide a bus depot in Peterborough	Relevant internal and external stakeholders	Steve Cox Executive Director Place and Connectivity  Tim Bellamy Interim Head of Transport	Councillor Anna Smith Lead member for Transport	None anticipated other than the report and relevant appendices.

## Recommendations from the Business Board

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
51	Strategic Funding Management Review <b>[New Item]</b>	Cambridgeshire and Peterborough Combined Authority Board	20 Sep 2023	Decision	To monitor and review programme performance, evaluation, outcomes and risks, including approval of reinvestments.	Relevant internal and external stakeholders	Steve Clarke Interim Associate Director - Business	Chair of the Business Board	None anticipated other than the report and relevant appendices.
52	Local Growth Fund – Project Change Requests <b>[New Item]</b>	Cambridgeshire and Peterborough Combined Authority Board	20 Sep 2023	Decision	To approve project change requests received in relation to 'live' Local Growth Fund (LGF) funded projects.	Relevant internal and external stakeholders	Steve Clarke Interim Associate Director - Business	Chair of the Business Board	None anticipated other than the report and relevant appendices.

## Skills and Employment Committee – 6 November 2023

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
53	All Skills Programme Performance Update for the 2022/23 academic year <b>[New Item]</b>	Skills and Employment Committee	6 Nov 2023	To note	To note progress of delivery of all skills programmes for academic year 2022/23 and a mid-project progress report for the Multiply programme	Relevant internal and external stakeholders, including the Business Board	Fliss Miller Assistant Director Skills Parminder Singh Garcha SRO – Adult Education	Councillor Lucy Nethsingha Lead Member for Skills	None anticipated other than the report and relevant appendices.
54	Growth Works Update <b>[New Item]</b>	Skills and Employment Committee	6 Nov 2023	To note	To note the quarterly progress report	Relevant internal and external stakeholders, including the Business Board	Steve Clarke Interim Associate Director - Business	Councillor Lucy Nethsingha Lead Member for Skills	None anticipated other than the report and relevant appendices.
55	ARU Peterborough Update <b>[New Item]</b>	Skills and Employment Committee	6 Nov 2023	To note	To note the progress update on the development of ARU Peterborough	Relevant internal and external stakeholders, including the Business Board	Rachael Holliday SRO Higher Education	Councillor Lucy Nethsingha Lead Member for Skills	None anticipated other than the report and relevant appendices.
56	FE Cold Spots Feasibility Study <b>[New Item]</b>	Skills and Employment Committee	6 Nov 2023	Decision	To recommend the Combined Authority Board 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 for Skills	None anticipated other than the report and relevant appendices.
57	Skills Audit programme <b>[New Item]</b>	Skills and Employment Committee	6 Nov 2023	To note	To note the findings of the audits undertaken in 2022-23 and audit plan for 2023-24	Relevant internal and external stakeholders, including the Business Board	Janet Warren Commissioner – Adult Education	Councillor Lucy Nethsingha Lead Member for Skills	None anticipated other than the report and relevant appendices.

## Environment and Sustainable Communities Committee – 13 November 2023

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker

## Transport and Infrastructure Committee – 15 November 2023

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker

## Combined Authority Board – 29 November 2023

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
58	Minutes of the Meeting on 20 September 2023 and Action Log	Cambridgeshire and Peterborough Combined Authority Board	29 Nov 2023	Decision	To approve the minutes of the previous meeting and review the action log.	Relevant internal and external stakeholders	Edwina Adefehinti Interim Chief Officer Legal and Governance, Monitoring Officer	Councillor Edna Murphy Lead Member for Governance	None anticipated other than the report and relevant appendices.
59	Forward Plan	Cambridgeshire and Peterborough Combined Authority Board	29 Nov 2023	Decision	To approve the latest version of the forward plan.	Relevant internal and external stakeholders	Edwina Adefehinti Interim Chief Officer Legal and Governance, Monitoring Officer	Councillor Edna Murphy Lead Member for Governance	None anticipated other than the report and relevant appendices.
60	Budget Monitor Update	Cambridgeshire and Peterborough Combined Authority Board	29 Nov 2023	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.
61	Review of the Constitution	Cambridgeshire and Peterborough Combined Authority Board	29 Nov 2023	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 for Governance	None anticipated other than the report and relevant appendices.
62	Delegations to Officers	Cambridgeshire and Peterborough Combined Authority Board	29 Nov 2023	Key Decision KD2023/037	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 for Governance	None anticipated other than the report and relevant appendices.

### Recommendations from the Skills and Employment Committee

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
63	FE Cold Spots Feasibility Study <b>[New Item]</b>	Cambridgeshire and Peterborough Combined Authority Board	29 Nov 2023	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 for Skills	None anticipated other than the report and relevant appendices.

### Recommendations from the Environment and Sustainable Communities Committee

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker

### Recommendations from the Transport and Infrastructure Committee

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker

## Skills and Employment Committee – 15 January 2024

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
64	AEB Annual Report to DfE <b>[New Item]</b>	Skills and Employment Committee	15 Jan 2023	To note	To note performance on AEB delivery for the fourth year of devolution and approve the Annual Report to the DfE which forms part of our local assurance arrangements.	Relevant internal and external stakeholders, including the Business Board	Parminder Singh Garcha SRO – Adult Education	Councillor Lucy Nethsingha Lead Member for Skills	None anticipated other than the report and relevant appendices.
65	ESOL Local Planning Partnerships <b>[New Item]</b>	Skills and Employment Committee	15 Jan 2023	To note	To receive the Annual Report from the ESOL Local Planning Partnerships and note the progress made in 2022/23	Relevant internal and external stakeholders, including the Business Board	Parminder Singh Garcha SRO – Adult Education	Councillor Lucy Nethsingha Lead Member for Skills	None anticipated other than the report and relevant appendices.

## Transport and Infrastructure Committee – 17 January 2024

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker

## Environment and Sustainable Communities Committee – 22 January 2024

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker

## Combined Authority Board – 31 January 2024

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker
66	Minutes of the Meeting on 29 November 2023 and Action Log	Cambridgeshire and Peterborough 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 for Governance	None anticipated other than the report and relevant appendices.
67	Forward Plan	Cambridgeshire and Peterborough 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 for Governance	None anticipated other than the report and relevant appendices.
68	Budget Monitor Update	Cambridgeshire and Peterborough 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.



### Recommendations from the Skills and Employment Committee

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker

### Recommendations from the Environment and Sustainable Communities Committee

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker

### Recommendations from the Transport and Infrastructure Committee

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision submitted to the decision maker

FP/07/23

## 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>26 July 2023</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. National Policy Developments

2.1	The Combined Authority remain in discussions with DLUHC as part of the M10, on a devolution framework and core offer for all mayoral combined authorities based on the blueprint of the trailblazer model. This work will continue through the summer into the Autumn and what this could mean and opportunities for Cambridgeshire & Peterborough.
2.2	The East West Rail (EWR) project (connecting Oxford, Milton Keynes, Bedford and Cambridge) has announced it's preferred route between Bedford and Cambridge. This will include new stations at Tempsford and Cambourne and will connect to Cambridge via the South of the city. The Combined Authority remains committed to working with East West Rail to support their delivery ambitions, especially around the electrification of the line.

2.3	Over the last two months the Department for Environment, Food & Rural Affairs (DEFRA) has made two significant announcements which supports the prioritisation of Biodiversity. Farmers and landowners are now able to bid in for a share of the £15 million Landscape Recovery Scheme with 25 projects being selected on their environmental and social impact, value for money and suitability for the scheme.
2.4	DEFRA have also announced that from August the Sustainable Farming incentive will be delivered through an improved and more streamlined process. This will offer farmers additional actions and flexibility to choose actions they wish to be paid for. Farmers will get paid for taking actions that support food production, farm productivity and resilience, while also protecting and improving the environment.

### 3. Funding Activity

3.1	£3.5m of devolved AEB funding awarded to tendered training providers for the 2023-24 academic year.
3.2	£1.3m additional funding, matched to £2.6m from the project partners, for Phase 3 of the University of Peterborough.
3.3	£1.1m of devolved AEB funded to innovation fund projects by the Skills and Employment Committee. The flexibility to use Adult Education funding for capacity building and pilots is something only possible due to the funding being devolved to the CA area.
3.4	£421k of capital funding approved to develop the Peterborough transport model as part of the larger programme to update the whole CA area's model.
3.5	£309k over two years to develop the Local Nature Recovery Strategy
3.6	£130k for developing a Strategic Infrastructure Delivery Framework
3.7	£77k of Active Travel funding awarded to continue the Love to Ride initiative and the Walk to School Wow programme.
3.8	£15k awarded to a community homes proposal in Great Staughton

### 4. Public Affairs

4.1	<p><b>Ely Area Capacity Enhancements</b></p> <p>Partnership working to lobby the Government to release funding for Ely Area Capacity Enhancements (EACE) continues to gather pace. Combined Authority representatives, joined Parliamentarians, business leaders and transport providers in Parliament for the launch of England's Economic Heartlands brochure, Keeping Trade on Track. The brochure highlights the importance of delivering EACE, which would support UK economic growth by significantly increase the amount of rail freight heading to the Midlands and north from Felixstowe, alongside improvements to regional passenger services.</p> <p>The parliamentary meeting, convened by East of England All Party Parliamentary Group, included key-note speeches from Shadow Rail Minister, Tanmanjeet Singh Dhesi MP, and Chair of the Commons Transport Select Committee, Iain Stewart MP.</p>
4.2	<p><b>Rail Summit</b></p> <p>The Combined Authority's successfully hosted importance of Rail for the South-East and East of England on Friday 7<sup>th</sup> July at the Novotel Cambridge North. The Summit was Chaired by ex-Transport Minister Rt Hon Norman Baker and Mayor Dr Nik Johnson and built on national developments regarding East-West Rail and Ely Junction, amplifying the regions vision for the future of rail services. Over 70 rail industry experts, business leaders and politicians attended and discussed how rail improvements in Cambridgeshire and Peterborough can unlock good growth for the South-East, East of England and beyond.</p> <p>A rail prospectus for the region was produced to compliment the summit, as well as a social media toolkit that continues to be used by the Combined Authority and partners to further drive home the urgent business need for Ely Area Capacity Enhancements (EACE).</p>

	<p>Further to this, a draft copy of a joint letter to the Chancellor and Transport Minister from Mayor Dr Nik Johnson and Rob Bridge, chief executive will be available to view on the Combined Authority website. It will spell out reasons for why funding for EACE should be released, allowing project supporters, who are cross party and cross sector to add their signature to the letter. After a short period of time, this co-signed letter will be formally delivered to the Chancellor and Transport Minister.</p>
4.3	<p><b>Cambridge South Ministerial Visit</b></p> <p>Mayor Dr Nik Johnson joined Combined Authority representatives at the announcement of the new £200 million four-platform Cambridge South railway at Cambridge Biomedical Campus. The announcement, made by Rail Minister Huw Merriman, will see a fully accessible station is due to be completed by 2025.</p> <p>The station is expected to welcome 1.8 million passengers a year and will act as a key transport link between the biomedical campus – home to Addenbrooke’s, the Rosie and Royal Papworth hospitals, along with AstraZeneca and Abcam – with the international gateways of Stansted Airport and the Eurostar, boosting the travel network right across the region.</p> <p>While speaking to Huw Merriman, Mayor Johnson pressed the regional and national importance of Ely Area Capacity Enhancements (EACE).</p>
4.4	<p><b>East of England All Party Parliamentary Group</b></p> <p>The Combined Authority has been supporting the development of a briefing paper on Levelling Up Skills in the East of England that will be supplied to Parliamentarians by the East of England All Party Parliamentary Group. Deputy Mayor, Cllr Anna Smith has also been invited to speak as a panelist at the Q&amp;A meeting with Rt Hon Robert Halfon MP, Minister for Skills, Apprenticeships and Higher Education in Westminster in July.</p> <p>It is an opportunity to showcase areas where the Combined Authority shows outstanding best practice in skills delivery, and lobby for further devolution requirements.</p>
4.5	<p><b>Local Government Association Conference 2023</b></p> <p>The annual Local Government Conference took place in Bournemouth from the 4<sup>th</sup> to the 6<sup>th</sup> July and was attended by the Mayor, Chief Executive and constituent council leaders and officers. At the conference the Mayor was part of a panel for a session on ‘Devolution Deals: What have we learnt, and where next’. The session was very well attended and as well as the Mayor, the leader of Manchester City Council and Derbyshire County Council were on the panel and talked through their areas experiences and opportunities as well as the emerging new deals in discussion as well as taking questions from the attendees. The conference also had sessions with the Secretary of State for the Department of Levelling Up, Housing and Communities; the Deputy Leader of the Labour Party and Leader of the Liberal Democrats. During the Secretary of State’s address to delegates it was reaffirmed of the commitment to a devolution core offer and framework for Mayoral Combined Authorities to access later in the year as highlighted earlier.</p>

## 5. Economy and Growth

5.1	<p><b>Inward Investment Results 2022-2023</b></p> <p>The Department for Business and Trade have published Local Enterprise Partnership’s inward investment results for the 2022 - 23 financial year. During the year, the Combined Authority was involved in 15 successful inward investment projects which resulted in the creation of 1,007 new jobs across the region. The 14 successful projects the Combined Authority were not involved in created an additional 354 new jobs. 75 projects landed in whole of the East of England across the region with the Cambridgeshire and Peterborough counting for 29 of these, compared with the 24 successful projects in the South East LEP region and with 12 successful projects in the New Anglia LEP region.</p>
5.2	<p><b>Local Skills Improvement Fund</b></p> <p>The Local Skills Improvement Fund was launched by the DfE in May. The Combined Authority helped coordinate the coming together of the colleges to enable them to submit an EOI into the first stage of the bidding process to DfE. The bid had to be led by a college; Cambridge Regional College are the lead. The funding ceiling for Cambridgeshire and Peterborough is £2.5million. The Fund is for 2023-2025. The submitted bid focuses on enhancing skills provision in both green and digital.</p>

5.3	<p><b>Market Towns Programme Update</b></p> <p>Across Phase One of the Market Towns Programme, a total of 26 projects are now completed and formally closed, expending a total of £2,353,538 in CPCA grant funding and £444,000 in match funds. Recent highlights from the first phase of the programme include local councillors joining officers from Fenland District Council, the Combined Authority and Cambridgeshire County Council to celebrate breaking ground on the £851,000 construction phase of a project to build a new Pavilion in Wisbech Park. The Combined Authority provided the project with £299,200 of funding in addition to funding from Cambridgeshire County Council's Communities Capital Fund, the Government's Changing Places initiative and Fenland District Council.</p> <p>A new grant scheme designed to improve shop fronts in Huntingdon and St Ives has also been launched by BID Huntingdon First in partnership with Huntingdonshire District Council and the Combined Authority. The scheme, which is backed by £200,000 from the first phase of Market Towns, will provide grants of up to £10,000 with grants covering between 50% and 100% of the cost of improvement works. 100% awards will only be offered in exceptional circumstances.</p>
5.4	<p><b>Care Leavers Summit</b></p> <p>Combined Authority has provided a system leadership role in supporting corporate parenting responsibilities. A Summit was held bringing together stakeholders and members (Cllr Goodliffe, Cllr Bradnam, Cllr Bulat), universities and colleges and hearing from young people about their lived experience. The CA introduced a Care Leavers Bursary and enhanced support to enable colleges to ensure care leavers can progress. To date, 80 young people have benefited from the bursary.</p>
5.5	<p><b>Careers Hub Update</b></p> <p>The Primary project has commenced training delivery for teachers to explore careers related learning. Over 69 schools signed up to develop their strategic careers plans and embed careers related learning in to the curriculum. This project is part of an additional funding stream secured at the end of 2022 via the Careers and Enterprise Company where the Combined Authority were selected to be one of four trailblazing areas.</p>
5.6	<p><b>Foundation for Education Development</b></p> <p>This summit held in Liverpool and the Combined Authority was invited to speak about a place-based approach to education sharing CPCA examples, with a view to influencing future government policy and developing a long-term plan for education.</p>
5.7	<p><b>Department for Education T Level Conference</b></p> <p>The DfE's T Level Support Conference for the South held at ARU Peterborough. The Combined Authority was invited to give a keynote speech about the importance of T Levels and technical education in the region.</p>
5.8	<p><b>Oxford-to-Cambridge (PRP)</b></p> <p>The Oxford to Cambridge Partnership has announce the appointment of two highly accomplished individuals as Non-Executive Directors.</p> <p>Both Dr Barbara Ghinelli and Professor Lynette Ryals OBE will join the who will join the Pan-Regional Partnership from 1st September.</p> <p>Dr Barbara Ghinelli is the Director of Innovation Clusters and Harwell Campus at UKRI-Science and Technologies Facilities Council and Professor Ryals OBE is the Chief Executive Officer of MK:U and Pro-Vice-Chancellor of Cranfield University.</p> <p>Mayor Dr Nik Johnson and Chief Executive Rob Bridge have written to the Pan-Regional Partnership's Chair, Dipesh J Shah OBE, to arrange an introductory meeting to discuss how we can continue to work together to champion the wider region as a world leader of innovation and business.</p>

## 6. Place and Connectivity

### 6.1 Six District Challenge

On Monday 12th June 2023, Mayor Nik Johnson took part in the Six District Challenge, which involved getting around each of the six districts in Cambridgeshire, within 24 hours, using only public transport and active travel routes.

With no prior plan on which routes to take, the Challenge was a unique opportunity to celebrate the progress made in delivering good public transport and identify challenges remaining in Cambridgeshire and Peterborough.

The Challenge was in support of Better Transport Week, which this year takes place between 12th – 18th June 2023 and is a week-long celebration of sustainable transport. Pioneered by Campaign for Better Transport, it brings together industry partners, national and local government, sub-national transport authorities and NGO partners to highlight positive, innovative work being done across the transport sector.

Starting in Wisbech at 10am, the Mayor's journey ended back in the town at 8.30pm. You can find the full route and more details on the Combined Authority website. [The Six District Challenge - Completed! - Cambridgeshire & Peterborough Combined Authority \(cambridgeshirepeterborough-ca.gov.uk\)](https://www.cambridgeshirepeterborough-ca.gov.uk)

### 6.2 Active Travel England visit to Cambridgeshire & Peterborough

On Wednesday 21st June, Mayor Dr Nik Johnson hosted a fact-finding visit by Active Travel England's CEO, Danny Williams and his colleagues. The delegation was met at Peterborough Station by the Combined Authority team and shown actual and planned active travel infrastructure in the Peterborough Station Quarter. Fenland District Council, CamCycle, Healthwatch, the Greater Cambridge Partnership, and the two Highways Authorities, Cambridgeshire County Council and Peterborough City Council were among those represented at the meeting, as well as the Combined Authority's transport and active travel teams. Active Travel England recently awarded the Combined Authority almost a million pounds over the region's draft allocation. This first visit paves the way for the Mayor to host later in the year Active Travel England's national commissioner, the Olympic gold medallist and all-round cycling superstar and champion, Chris Boardman.

### 6.3 Transport Accessibility Roundtable

In June Mayor Dr Nik Johnson hosted a roundtable to enable accessibility champions, with first-hand experience of using public transport and active travel routes, to help shape the Combined Authority's work on inclusive transport.

The event brought together local experts and advocates to map out with the Combined Authority's transport team how an inclusive public transport network for Cambridgeshire & Peterborough should evolve.

Among the groups invited were the Royal National Institute of Blind People, Camsight, Cambridge Dial-a-Ride, Healthwatch and the Papworth Trust.

Feedback from the roundtable will help ensure our developing plans match the needs and aspirations of people of every age and ability across the region.

### 6.4 Meeting with National Highways Chief Executive

The Mayor and senior CPCA officers met with National Highways (NH) Chief Executive, Neil Harris on Wednesday 19th July at 9am. The Mayor discussed the CPCA's transport priorities for Cambridgeshire and Peterborough, reflected on the importance of the LTCP in shaping strategic direction and securing future funding, and sought reassurance that action will be taken on littering along the A14 and wider NH network. The Mayor also pressed National Highways on their plans to replant 160,000 trees on the A14 in response to the concerns expressed by many residents and councillors about the high failure rate of initial planting.

### 6.5 Withdrawal of Bus Routes

The transport team has been working hard to consider all options for how communities can continue to be supported by bus services following the recent withdrawal of services by operators.

A range of options have been explored and tested to ensure important services between Eye and Thorney remain in place following the withdrawal of service 36 by Stagecoach. A retender process is

	<p>now underway. A retendering process is also close to completion to enable the important 50, 56, and 66 services to continue to serve our communities in and around Wisbech.</p> <p>The team are also continuing their in-depth work to review the subsidised bus network, including recent meetings with Leaders, ahead of bringing proposals forward to the Board in September and November. Further meetings with Leaders are planned in August.</p>
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## 7. Resources and Performance

7.1	<p><b>Gateway Review</b></p> <p>All Combined Authorities are mandated to undergo a five yearly review of effectiveness for DLUHC, this process is known as a Gateway Review and consultancy firm SQW have been appointed to lead this process nationally. The first stage of the Gateway Review is the development of a Local Evaluation Framework (LEF), the Combined Authority submitted the final version of our LEF to SQW for DLUHC signoff the commencing Monday 26th June.</p> <p>The next phase of the Gateway Review is a Mid-Term Report, which is due by the end of February 2024 and will include a series of impact evaluations for completed projects and progress evaluations for those still in delivery. The Final Report and Contextual Report and due to be published at the end of October 2025.</p>
7.2	<p><b>Independent Improvement Board</b></p> <p>Richard Carr has been confirmed as Chair of the Independent Improvement Board (IIB) for the Cambridgeshire &amp; Peterborough Combined Authority. Richard is an experienced leader across the public sector, delivering significant transformation, improvement and best value in a range of roles. He is currently the Managing Director of the East Midlands Development Company and is also a Non-Executive Director of the East London NHS Foundation Trust.</p>

## 8. Appendices

8.1	<p><b>Appendix 1 - Combined Authority Annual Report 2022/23</b></p> <p>The aim of this annual report is to demonstrate the impact of the Cambridgeshire &amp; Peterborough Combined Authority on workers, learners, businesses and communities right throughout 2022/23.</p> <p>The report reflects the Combined Authority's focus on driving real outcomes for people and business across the whole region and ensuring we are working in partnership to support the development of a prosperous and sustainable Cambridgeshire and Peterborough.</p> <p>The Annual Report is a real showcase for what we can do. We have shared this report with a wide range of local and national stakeholders, and with both existing and future potential partners, to highlight our continued progress.</p>
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## 9. Implications

Financial Implications	
9.1	The report outlines a number of successful funding bids and allocations since the last Highlight Report.
Legal Implications	
9.2	The Combined Authority Board has collective responsibility for decision-making, acting in the best interests of Cambridgeshire and Peterborough under the constitution. Whilst the Local Government Act 1972 empowers the Combined Authority Board to delegate its functions to officers, it is good practice for Officers to regularly update the Combined Authority Board when those functions have been exercised.
Public Health Implications	
9.3	None



Environmental & Climate Change Implications	
9.4	None
Other Significant Implications	
9.5	None
Background Papers	
9.6	None



**CAMBRIDGESHIRE  
& PETERBOROUGH**  
COMBINED AUTHORITY

# ANNUAL REPORT 2022/2023



**100% Electric. 0% Emissions.**

Cambridge Welcomes 30  
New Electric Buses

**Stagecoach**

A proud partnership between  
**Stagecoach** **GREATER CAMBRIDGE PARTNERSHIP**  
**CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY** **HM Government**

PACKED TO BE  
ELECTRIC

**BV23 NRX**

“

Over the next 12 months and beyond, we are aiming to make the region more economically and environmentally sustainable, leading to better health and wealth for all.



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# Welcome

## Mayor's foreword

Welcome to the Cambridgeshire and Peterborough Combined Authority Annual Report 2022-23.



We hope this report will be interesting reading on what we have achieved in the past year, as we move forward with our ambition to deliver good growth for the region.

After a period away to receive medical treatment, I feel energised and with clear focus on delivering a more prosperous Cambridgeshire and Peterborough. One that is more equitable, more environmentally sustainable and that enables good growth for its residents and businesses.

I have received so much support over the past few months and I want to thank all the Combined Authority Board members for maintaining focus on delivery of our priorities. I want to thank Councillor Anna Smith, in particular, for temporarily leading the Combined Authority and the commitment to public service she demonstrated by taking on the role in addition to being Leader of Cambridge City Council.

As Mayor, I want to leave a legacy that continues for years to come including improved life expectancy for the people who live here and for those additional years lived to be in good health and wealth.

The enduring impact of the remainder of my term will be to reduce inequality, have sustainable growth, and more active communities, within a region that celebrates and further enhances its uniqueness on both the local and global stage.



# Mayoral Pledges

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

Promote, protect, and grow our unique Fens

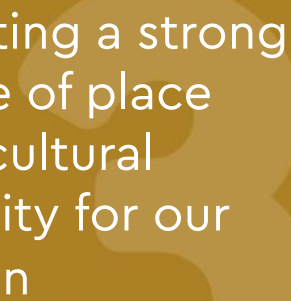
This has been a year of taking stock and strengthening our relationships with our partners. We are pleased to say our Corporate Strategy for the year ahead was accepted unanimously at the January Combined Authority Board.

We are excited at the opportunities that lie ahead as we look to 2023/2024.

The 2017 Devolution for the region focused on delivering economic growth, enhancing the region's international reputation, accelerating housing growth to meet demand, using strong public service partnerships, achieving a skills base to match business need,

and providing connectivity and transport systems fit for modern day working and living. Going forward, the Combined Authority will work with partners to consider deeper devolution deals for the region, with more powers to make change locally.

Over the next 12 months and beyond, we are aiming to make the region more economically and environmentally sustainable, leading to better health and wealth for all.



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



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

This will include greener buses, more active travel initiatives and projects supporting the environment such as action to tackle impact on chalk streams. We want to better connect our communities, both digitally and physically, with improvements to our cycle network, roads, rail, and buses, and ensuring all residents have access to reliable broadband.

Crucially, we are aiming to ensure our communities are resilient, both now and in the future, with delivery programmes such as Green Homes and Net Zero Hub Sustainable Warmth focused on mitigating the climate crisis impact, increasing the safety of traveling in our region and celebrating our cultural identities.

And we want to hear from you. We want you to email us, talk to us at our events and take part in our surveys so that we can hear what change means to you and your families. The Combined Authority exists to make your lives better, and in partnership with all our local authorities, we will continue to deliver on projects and initiatives that do just that.

We hope that you enjoy reading our Annual Report and seeing the ways in which we are working to ensure that the people of Cambridgeshire and Peterborough live fair and fulfilling lives with better transport, exciting job opportunities and good health.



# About us

The Cambridgeshire & Peterborough Combined Authority mission is to make life better, healthier, and fairer for all.

We grow the local economy and improve lives by helping to boost growth, increasing access to education and employment, and providing reliable and affordable public transport and housing. We look out for the interests of the region by nurturing homegrown innovation and protecting the climate and our unique biodiversity.

The Cambridgeshire & Peterborough Combined Authority was set up by a Devolution Deal from government in 2017 with a key goal of doubling economic output by 2050.

With devolved power for transport, housing and infrastructure funds, investment funding allocation and post-19 skills provision, the Mayor and the Combined Authority seek to utilise these powers to deliver 'good' growth for the region.



The Combined Authority works in partnership with the seven local authorities, the NHS, businesses and community groups and organisations across the region to deliver its ambitions for the area.

The authority is chaired by an elected Mayor, Nik Johnson. It comprises of a Business Board and the seven local authorities:

Cambridge City Council

Cambridgeshire County Council

South Cambridgeshire District Council

East Cambridgeshire District Council

Fenland District Council

Huntingdonshire District Council

Peterborough City

---

## The Combined Authority Board

The Combined Authority's Board brings together the leaders of the seven councils across the region and the Chair of the Business Board under the Chairmanship of the directly elected Mayor.

It is also attended by the Police and Crime Commissioner, the Chairman of the Fire Authority, and a representative of the National Health Service.

### The Board members



Anna Bailey



Chris Boden



Sarah Conboy



Wayne Fitzgerald



Lucy Nethsingha



Anna Smith



Bridget Smith



Mayor Nik Johnson

# Strategic priorities

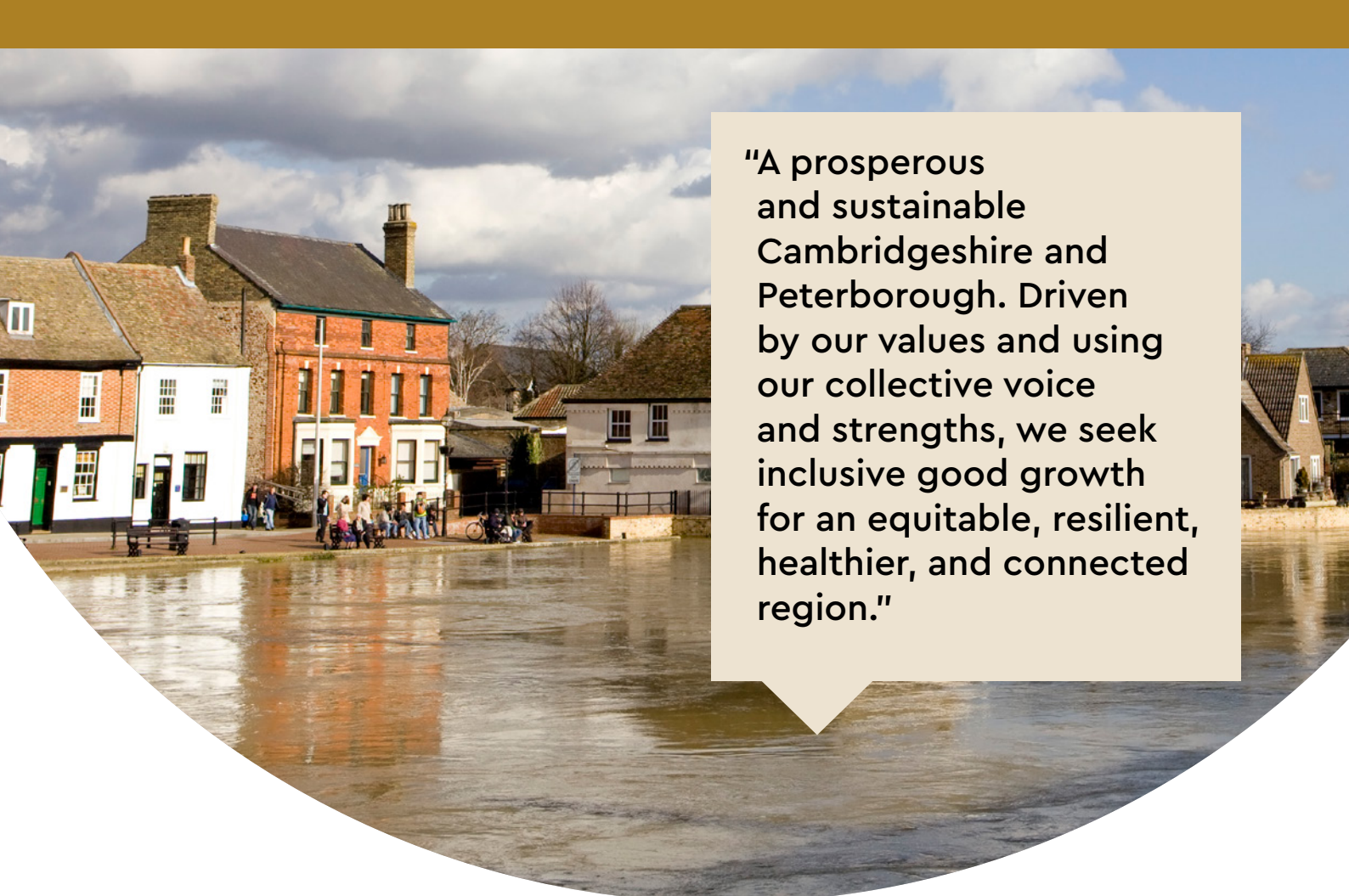
Our strategic priorities clarify the areas of focus to 2025. These priorities are supported by a strong strategic framework that ensures all delivery is assessed by its impact and contribution to climate and nature, health, infrastructure, innovation and reducing inequalities.

## Achieving Good Growth

Reduce inequality between and within Greater Cambridge, The Fens, and Greater Peterborough, whilst increasing productivity, delivering our goal of almost doubling GVA by 2040.

## Increased Connectivity

Digital and physical connection to communities, professional networks, health services, leisure, nature and to places of employment and education.



**"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."**

## **Ambitious Skills and Employment Opportunities**

Inclusive and world-class local skills system that raises the ambitions, matches the needs of our employers, learners, and communities to enable a successful, globally competitive economy offering high-skilled, well-paid and good quality jobs to deliver increased productivity and prosperity for our communities.

## **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 and be well placed to extend cultural opportunities for Cambridgeshire and Peterborough to be a great place to live and work.





# Economy & growth

# Growth Works

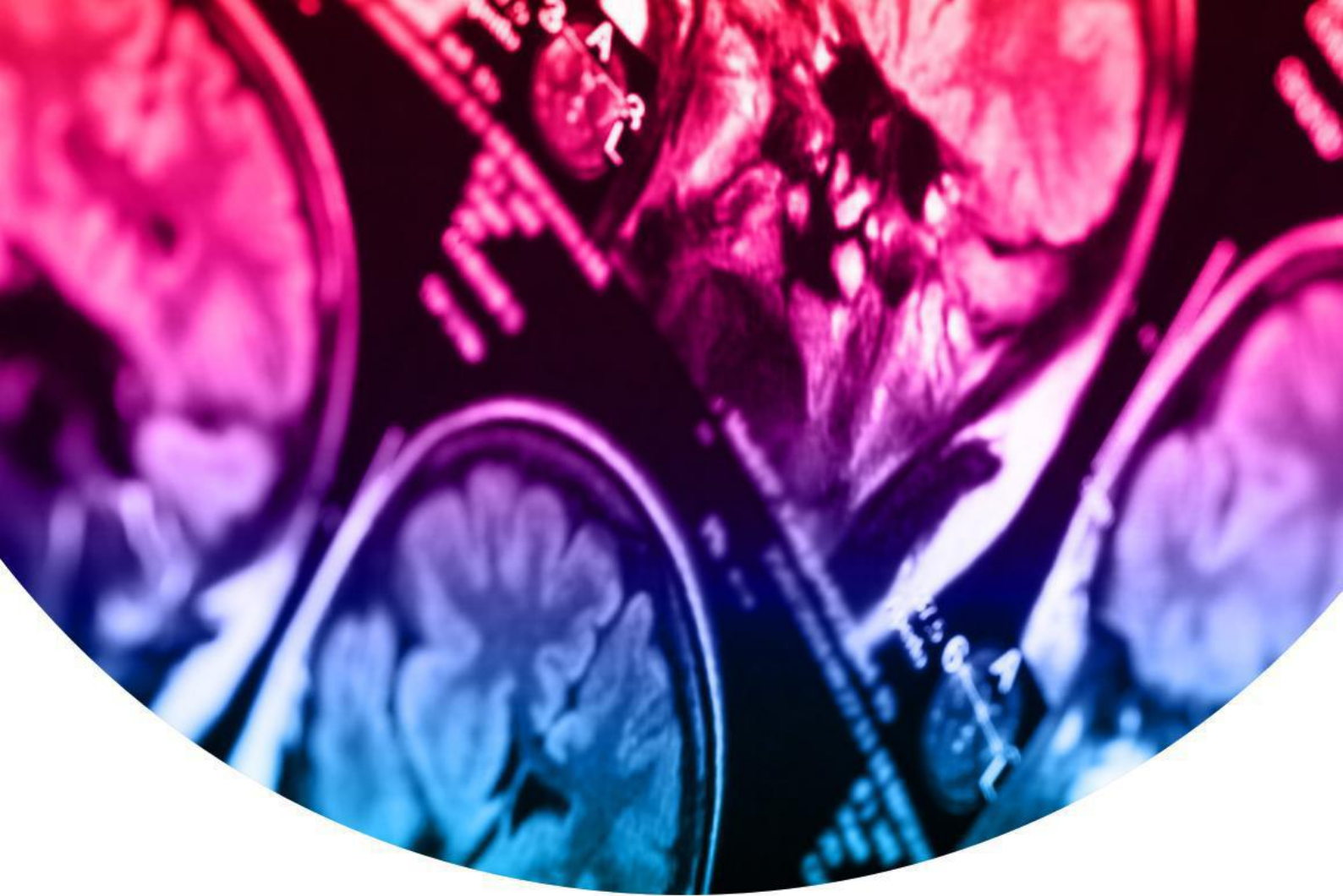
**Growth Works, set up by the Combined Authority and Business Board, brings together four services to improve business growth, skills and the economy in Cambridgeshire and Peterborough.**

Growth Works offers a business coaching service to help some of the region's fastest growing enterprises to expand and adapt. Its skills service links people with both training and employers, supporting them on pathways to great careers. As well as an equity service, investing into growing enterprises, Growth Works also has an inward investment team set up to attract businesses from around the world to locate in the region.

Since January 2023 it has been in its third year of delivery. The service was launched formally during the Covid-19 pandemic, and since then a series of major economic challenges like inflation, war and a cost of living crisis has been a huge challenge to economic and jobs growth. Despite this, Growth Works has still managed to exceed many of its targets.

## Key achievements April 2022 – March 2023





## Case Study – Quibim

Following support from Growth Works, Quibim, a global leader in medical imaging, has located to the Bradfield Centre at Cambridge Science Park, with a commitment to create more than 10 jobs over the next few years.

The Growth Works Business Growth Service launched an international market access programme for life sciences companies around the world that were looking to scale and grow into new markets. This was run through its international inward investment brand, Locate Cambridge. This programme was oversubscribed, and 10 companies out of more than 30 applicants were shortlisted to pitch to a panel of experts to facilitate and accelerate the companies' journey into the region.

Collectively, the Growth Works programme through its Locate Cambridge Brand and its strategic partner, Eastern Academic Health Science Network, which is funded by the NHS and the Government's Office for Life Sciences, supported Quibim in its decision to locate in Cambridge rather than other parts of the UK. The access to skills, innovation partners and access to capital also contributed to their decision to invest.



# Community Renewal Fund

In November 2021, the Combined Authority was successful in bidding for £3.4 million from the government's Community Renewal Fund.

The funding was split between two schemes: Start and Grow and Turning Point, which have now completed.

Our Start and Grow project, received £2,529,600 and has supported people to start and grow businesses, while Turning Point received £864,251 and has helped unemployed people into work. Both projects covered Fenland and Peterborough – areas which were identified as being most impacted by the Covid-19 pandemic. Start and Grow also covered Huntingdonshire.

## Key achievements April 2022 – March 2023

**292**

Start and Grow grants were issued, resulting in the creation of 103 new business start-ups, the creation of 119 new jobs and 49 new jobs safeguarded.

**101 learners**

to gain a new qualification while supporting over 2000 people to engage in job-searching.



One learner from Peterborough has secured a contract at Millwall FC following a Combined Authority funded course at Turning Point.

"I have been offered an 11-month contract at Millwall FC doing video scouting I'm very pleased... I am really appreciative for all the support I have had over the last couple months, things are really starting to turn around for me now! I wouldn't go as far as to say famous but hopefully something really comes of this down the line and I can progress even further!"

# Careers Hub

**The Careers Hub is a trailblazing service which aims to deliver high quality careers education in both primary and secondary schools across the region.**

It brings together schools, employers, and the wider education sector to support and inspire young people in what kind of careers they could have in the future. From direct connections with employers in the region from a range of sectors, to being shown the skills pathways they could follow to achieve their dreams, the Careers Hub is helping more young people to reach their potential and reduce the number of children leaving school not in employment, education, or training.

Enterprise Co-ordinators operate in clusters of schools, including provision for special educational needs and disabilities (SEND) and alternative education. They support careers leaders within schools to develop careers education in schools and support a group of senior business volunteers, known as Enterprise Advisers, who are matched with schools.

The Careers Hub is a partnership between the Combined Authority and the Careers and Enterprise Company. It aligns with the Combined Authority's wider skills ambition to create an 'all age' careers service for Cambridgeshire and Peterborough.

## Key achievements April 2022 – March 2023

### June 2022

Funding secured for expansion of Careers Hub from 30 to 72 secondary schools in the region.

### March 2023

Formal launch of Careers Hub with conference at ARU Peterborough

### January 2023

Careers Hub chosen as one of four trailblazer projects nationally to extend the scope of the work to 75 primary schools across the region.

### First year

All secondary schools in the region have been part of the Careers Hub.



The Combined Authority was selected as one of four trailblazers to deliver an innovative pilot project to inspire primary school-age children in the kinds of jobs they could do in the future and the skills they will need.

The funding was awarded by the Careers and Enterprise Company and will extend the scope of the Cambridgeshire & Peterborough Careers Hub, which already works with all eligible secondary schools in the region to help raise children's aspirations in terms of their future careers.

The Careers Hub is a partnership between the Combined Authority and the Careers and Enterprise Company. The Combined Authority is one of four pilots running which will trailblaze the £2.6 million national scheme.

Studies show that children start to form ideas about their future as they start primary school. But it has also been shown that as early as age six, children can adopt limiting stereotypes based on gender, ethnicity, and social background. By age nine, children even can start to drop their biggest ambitions.

The pilot is designed to increase the awareness primary-aged children have of the kinds of work they could do when they grow up, raising aspirations and reducing stereotypes.

The opportunity is open to 75 primary schools from across the region. It will involve support from the Careers Hub, free professional training for teachers delivered by Teach First, and access to additional resources to help in the classroom. The programme will involve putting careers in the curriculum, include interactions with employers and will engage parents.

The project aligns with the Combined Authority's wider ambition to create an 'all age' careers service, giving people at any stage of life better awareness and access to opportunities to increase their skills and improve job opportunities. It also supports the aim to reduce skills shortages in the local economy, linking education closer to employers.



# Education

## Adult Education Budget



**Devolution of the Adult Education Budget (AEB) from 1st August 2019 has enabled the Cambridgeshire & Peterborough Combined Authority to take responsibility for delivering high quality Adult Education in the local area.**

**Education and training courses for adults aged 19+ in England are funded through the Adult Education Budget (AEB).**

From August 2019, this was devolved by central Government to the **Cambridgeshire & Peterborough Combined Authority**. This means we can decide locally how we spend and use the £11.9m budget that we get every year to improve opportunities and life chances of residents.

### Case study – Margaret Humphrey

**Margaret Humphrey is getting set to begin studying Medicine this month at the prestigious Cambridge University after completing a yearlong Access to Medicine course at College of West Anglia, funded by the Combined Authority.**

She took the lesser-known route to Medicine after discovering a passion for the subject while working in Addenbrookes A&E department for four years.

**"I'm really excited to start my course at Cambridge University," Margaret said. "I started working at Addenbrookes while studying for my Performing Arts degree from Anglia Ruskin; working within the A&E department sparked a love for healthcare and medicine."**

Access to Higher Education courses, such as the Access to Medicine course which Margaret completed, are designed to help adults prepare for higher education and are an alternative to the traditional route into undergraduate study.

The Combined Authority are responsible for ensuring high quality adult education is available for Cambridgeshire and Peterborough residents including funding Access to Higher Education courses since 2019 to the tune of over half a million pounds.

The primary purpose of the Authority's Adult Education Budget is to provide adults with the skills and learning needed for work. In addition, it also provides employability skills including communication, self-confidence, and attitude to work to enable people to contribute to thrive within the workplace and play an active part in their community.

## Key achievements April 2022 – March 2023

### 50+ students

from Hong Kong benefitted from additional funding.

We have been able to access additional funding from Department for Levelling Up Communities to support foreign students from Hong Kong.

### 10% increase

in take-up in learning opportunities. Participation in learning opportunities continues to increase in the 2021/22 academic year, with 9,770 residents benefiting through AEB, compared to 9,061 in 2020/21

### 3.4% of all enrolments

were Level 3 courses in 2021/22.

Against a national decline. Level 3 courses have increased from only 0.9% in 2019/20 to 3.4% of all enrolments in 2021/22.

An Annual Report for the ESOL Planning Partnerships has been published and shared with the Skills Committee, with our work recognised as national best practice.

### Increase in uptake

in adult education in target areas in Fenland

### Over 1,500 residents

participated in English for Speakers of Other Languages. 18% improvement in completions.

## Case study – Ukrainian refugees

**307 Ukrainian refugees** in Cambridgeshire and Peterborough have accessed English lessons to help them resettle, funded by the Combined Authority.

Cambridgeshire and Peterborough Combined Authority have been supporting Ukrainian refugees in the county by being the only Combined Authority in the country to fully fund English as a Second or Other Language (ESOL) provision. To date, 307 Ukrainian refugees have been supported through ESOL in the region.

ESOL is a language course that supports speakers of other languages to learn the basics of speaking, listening, reading, and writing in English. Studying ESOL can help individuals settle into life in the UK, looking for employment and improve communication with doctors, teachers, and other people that students may meet through their daily routine.

The Combined Authority have awarded c£1.2m to education providers to deliver ESOL in Cambridgeshire and Peterborough for the 2021/22 academic year.

Courses are offered to students in a variety of ways so that they can pick a learning method which suits them and their lifestyle best. This could be from full-time to part-time study, online to evening classes or even summer programmes.

In addition to this, ESOL providers have also supported learners with transportation, childcare, counselling, and mental health support. This provision can be essential to helping refugees resettle in the region.



# Multiply Bus

The Cambridgeshire and Peterborough Combined Authority was awarded £4 million by Government to help improve numeracy across the region as part of the national Multiply programme.

Colleges and training providers across the region are providing ways people can sharpen up their maths to help everything from better household budgeting through to getting the skills needed to advance in a career.

A **Multiply Bus**, operated by one of the training providers, Runway Training, was stopping across the region in February and March 2023. People were invited to hop on board and find out how Multiply could help them build number confidence and improve their maths skills.

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

## Key achievements April 2022 – March 2023

### September 2022

Combined Authority secures £4 million in Multiply funding from Government

### March 2023

Multiply Bus tours town and city centres raising awareness of courses





## Case study

**The Multiply Bus Roadshow toured towns across Cambridgeshire and Peterborough aiming to showcase to the public free courses to help adults improve their maths skills.**

Multiply offers skills for everything from household budgeting and helping children with homework, to qualifications to help advance people's careers. A special promotional bus toured the region to raise awareness with the public of the courses and their benefits.

With visits from members of the public, councillors and others, the Multiply Roadshow stopped in Peterborough, Ely, Wisbech and Huntingdon.

On the Multiply bus, operated by training provider Runway Training, people could find out more about some of the courses on offer, tackle maths Jenga or step up to take the National Numeracy Challenge to test their skills.

Those aged 19 and over and who

don't have maths GCSE at grade C (or equivalent), can access free numeracy courses through Multiply. As well as gaining number confidence, Multiply courses offer maths qualifications, so people can learn at a level and pace to suit them.

Multiply is a government initiative which is running in regions across the country. In Cambridgeshire and Peterborough Multiply courses are offered by a range of colleges and training providers.

57% of the working age adult population in England are estimated to have low numeracy skills. Three in 10 (31%) say they are not a "numbers person". Women are more likely to say it and are more than twice as anxious as men about maths and numbers.

# ARU Peterborough

ARU Peterborough fulfils a decades-long ambition to build a university in the city. Based at the Embankment site, the campus opened its doors to its first students in September 2022.

The university is a partnership between the **Combined Authority, Peterborough City Council** and **Anglia Ruskin University**. The university aims to have a transformational impact through a purpose built, publicly accessible campus, driving up skills levels and aspirations in a city which is a higher education 'cold spot'. The university also aims to provide employers with the pipeline of talent they need to thrive. Courses are directly linked to skills needed in the local economy, with employers co-creating the curriculum.

The second phase, the Research and Innovation Centre, has been built and is being marketed to prospective tenants. It will host research and development activity and offer space for innovative businesses to grow. The ground and first floor of the building are under offer with options for the occupation of the third floor under review. It is anticipated that internal fit out work will be completed over the summer in 2023.

## Key achievements April 2022 – March 2023

### University Impact Initiative of the Year Winner

ARU Peterborough was a finalist in the category of University Impact Initiative of the Year award, by the Association of University Directors of Estates (AUDE), for its positive impact on the city and region. (In April 2023 it was announced as the winner.)

#### ARU opens

The university opens to its first students as planned in September 2022.

#### Planning permission

for a second teaching building and Living Lab public science facility is secured in December 2022.

#### Phase 2 Innovation and Research Centre

Construction completes in January 2023.

#### First international students

begin studying in January 2023.



## Case study

**ARU Peterborough and national charity IntoUniversity team up to open a new learning centre to empower thousands of young people to achieve their academic and career ambitions.**

The centre is a collaboration between Anglia Ruskin University (ARU) and national education charity **IntoUniversity** to provide long-term educational support to young people facing disadvantage and who are typically underrepresented in higher education.

Working closely with local schools, businesses and universities, the centre offers long-term support to young people aged 7-18, helping them to discover their focus, build their capabilities and ultimately have the opportunity to reach their full potential.

Support offered at the centre includes after-school academic help, mentoring with local university students and professionals, in-school aspiration-raising workshops and enrichment and work experience opportunities. Once established, the centre will support over 1,000 students per year.

The centre, located in Norman Road close to several schools, is in an IMD (index of multiple deprivation) decile 2 area, making it among the bottom 20% of areas in the country in terms of relative deprivation. The local progression rate among young people to higher education is just 30%. This compares to a national average progression rate of

62% for the most advantaged students in England. In 2020/21, 47% of children were living in poverty in Peterborough, equating to over 13,200 young people.

IntoUniversity has a proven track record of improving attainment into further education for students facing disadvantage, and currently supports over 46,000 young people each year at their 39 centres nationwide.

Of the students who attend IntoUniversity centres, 66% go on to progress to university, compared with 26.6% of students from similar backgrounds nationally, meaning students are almost three times more likely to enter higher education through attending.

Around 30 of the students who are set to benefit from the centre during the next academic year and beyond, along with their parents and guardians, attended the launch event with some of them delivering speeches.

Students took part in a variety of activities during the event replicating the type of activities they will be engaging with in the year ahead during after-school academic support sessions.

# Skills Bootcamps

**The Combined Authority has been successful in attracting millions of pounds of skills investment in the region for the delivery of new Skills Bootcamps.**

Skills Bootcamps are flexible courses of up to 16 weeks, giving people the opportunity to gain the skills demanded by employers in the Cambridgeshire and Peterborough region. They are designed to help improve people's careers and include a fast-track to an interview with an employer. These courses are fully funded and are free for learners.

Skills Bootcamps are being delivered in partnership with employers, further education training providers and local government. The courses are funded by the Government's Department for Education and developed locally by the Cambridgeshire and Peterborough Combined Authority.

Skills Bootcamps have been running in Cambridgeshire and Peterborough since September 2021 and have been delivering great results for both people and employers

## Key achievements April 2022 – March 2023

### First Skills Bootcamps

Delivery in the region covering digital skills

### Grant funding

to deliver Wave Three Skills Bootcamps during 2022-23. The existing Wave Three funding concludes for new starts in March 2023.

### Successful bid

for a fourth wave of Skills Bootcamps, worth £2.8 million, approved in March 2023



## Case study

**The Combined Authority secured £2.8 million in new Government funding for Cambridgeshire and Peterborough to deliver short, intensive courses to help advance people's careers and boost their income.**

The flexible courses of up to 16 weeks, teach a variety of in-demand skills which also guarantee an interview with a local employer.

The courses are free to members of the public, while local employers can also upskill their existing staff through the Skills Bootcamps with large fee reductions of up to 90% of the cost per employee.

The Combined Authority is already delivering Skills Bootcamps through a

range of colleges and training providers throughout the region. This newest funding aims to provide courses in Digital, Construction, Green Skills, Technical, Logistics and Pathways to Apprenticeships sectors.

The Combined Authority is also able to consider funding Skills Bootcamps courses which fall outside of those sectors, where there is local employer skills demand and job opportunities.

# North Cambridgeshire Training Centre

The North Cambridgeshire Training Centre is an apprenticeship training school in Chatteris, funded through the Local Growth Fund. Built on land next to advanced manufacturers Stainless Metalcraft, which has a rich history of providing apprenticeships, the training centre opened in autumn. It aims to provide Level 2 to Level 5 Apprenticeships to 80–130 students a year.

It is managed and operated by West Suffolk College, part of the Eastern Colleges Group, and was built with the help of a £3.16m grant from the Combined Authority Business Board's Local Growth Fund. A further £350,000 has also been provided by the Combined Authority to upgrade the A141 roundabout, including improving access to the centre.

Specialising in engineering and advanced manufacturing, there is a focus on future skills training including robotics, automation, and composite materials manufacturing. In addition to this scope, the training centre has a range of commercial training and professional development courses available.

## Key achievements April 2022 – March 2023

### Summer 2022

Training centre construction completed

### Autumn 2022

Training centre opened





## Case study

**Jonathan Garwell, 19 from Walsoken near Wisbech changed from A levels to an apprenticeship run by North Cambridgeshire Training Centre, funded by the Combined Authority.**



"I currently study on a level three Plate Welding Apprenticeship with Stainless Metalcraft in Chatteris.

As part of my course, I gain support from the North Cambridgeshire Training Centre (NCTC), a brand new, state-of-the-art building based in Chatteris that specialises in offering Engineering, Advanced Manufacturing, Management and Business Support Apprenticeships. All the qualifications are supported by West Suffolk College.

Stainless Metalcraft has been training apprentices for over 100 years and in 2010 opened their own apprentice training school on site. I spend two days per week there and the remaining days at the NCTC. It's a partnership between Stainless Metalcraft and the college and its only 100 metres up the road so it's perfect for me.

I decided to change from A levels because I am more of a practical hands-on person and therefore an apprenticeship suits me better.

So far, I've been learning lots of key skills relating to engineering, welding and working with machines. I get to learn on the job whilst getting paid.

During lockdown, I set up my own small business. Like everyone else, there wasn't much to do so I went out into the garden shed and started honing my woodwork and metalwork skills. I then started making things that I could sell on eBay. I made door wedges, wooden spoons, kitchen utensils and decorative chopping boards. Outside of work I like music and boxing and I'm hoping to create a career that packs a punch."







# Place & Connectivity

# Affordable Housing

On March 31, 2022, the Cambridgeshire & Peterborough Combined Authority concluded its Affordable Housing Programme, achieving the delivery of 1457 new homes in communities across the region. The programme, which began in March 2017, was established under the devolution deal with the aim to deliver good quality homes alongside well-connected communities close to jobs and public transport.

## Key achievements April 2022 – March 2023

### 94 New homes at Alconbury Weald

At Alconbury Weald, the site contains a total of 94 homes, and 44 units have been completed to date. Of these 44, 35 are rented and 9 are shared ownership. In total, 94 homes made up of 63 houses and 31 apartments will be on the site, 29 of which will be allocated as shared ownership, with the remaining homes offered at a discounted rent for essential workers.

### 6 one bed affordable rented units in Wisbeach

At the Housing & Communities Committee meeting on 7 October 2022, a recommendation that funds of £210,000 be used to provide 6 one bed affordable rented units at 24 High Street, Wisbech was unanimously approved.

### 16 new affordable homes in Wicken

In June 2022, Hawes Lane in Wicken celebrated the completion of 16 local affordable new homes.



## Case study

**On 4 November 2022, 22 affordable new homes for first time buyers were completed in Alconbury Weald, Huntingdonshire, made available thanks to Rentplus-UK's innovative affordable rent to buy scheme.**

The homes are part of the celebrated Urban and Civic site which received funding from the Cambridge and Peterborough Combined Authority, and they include 8 x 1 bed flats, 11 x 2 bed flats and 3 coach houses. All homes have been allocated and tenants have moved in.

With the average house price for first-time buyers in Huntingdonshire coming in at over £261,000, many working families on lower incomes are locked out of home ownership. The majority can't save a deposit, even though they could afford the monthly mortgage repayments. Under Rentplus' model, 22 families, the majority of whom are key/essential workers and nearly half

drawn from the emergency services or armed forces, have been able to move into a brand-new home without the need for an upfront deposit. Each family has previously lived in or have connections to the area.

Under the model, private finance funds new affordable housing. Those moving in pay no upfront deposit; they rent their home paying an affordable rent for between 5 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.

# Community-led Housing

**Community led housing** (CLH) is a way for communities to address their local housing need. The homes are owned by the community, they are legally protected in perpetuity, and any future surpluses are reinvested back into the local area. CLH groups are set up and run by local Trustees. Open and meaningful community engagement takes place throughout the development process and schemes provide genuinely affordable homes secured for local people.

## Key achievements April 2022 – March 2023

### £6.5 million loan for affordable housing in Haddenham

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

### 21 Units in Great Shelford at 50% of market rent

In January 2023, a Community-Led Housing initiative at More's Meadow in Great Shelford was completed, providing affordable rent homes in the local community for local people. The site includes 21 units at rents that are 50% of market rent, which is even lower than normal affordable rents.

### 15 new homes in Girton for over 55s

Community-Led Housing initiative at Dovehouse Court in Girton was formally completed, providing 15 new homes in the form of Almshouses for over 55s who are living in or have a close connection to Girton.



## Case study

**A Community-Led Housing initiative at More's Meadow in Great Shelford was completed on the 30th January, providing affordable rent homes in the local community for local people.**

The site includes 21 units at rents that are 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 in November 2020, and is a very welcome completion of one of the earlier approved Community Land Trust (CLT) schemes.

The homes are a mixture of one, two and three bedroom homes with gardens, and brings to 53 the total number of almshouses owned and managed by the Parochial Charities, which is a member of The Almshouse Association. Designed for sustainability, the new homes 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. The homes are triple glazed throughout.

Planning approval also includes the provision of new allotments, orchards, parkland, a community garden, the planting of native trees and hedgerows, and enhanced public access to the surrounding green belt.



## Market Towns Funding Programme

**In 2018, the Combined Authority started the Market Towns Programme by funding Masterplans for Cambridgeshire's eleven key market towns. The plan gave each community the chance to shape its own future with district councils then proposing projects to the Programme for capital funds.**

Wisbech, March, Whittlesey and Chatteris, St Ives, Ramsey, Huntingdon, Ely, Soham, Littleport and the trailblazing pilot town, St Neots, each had its own plan.

Through ten funding calls under the Programme, a total of £14.2m has been awarded by the Combined Authority. This included funding contributions towards the areas two Future High Street Schemes in St Neots (£3.1m) and March (£2m).

District councils needed to demonstrate that their proposed projects would help to bring to life each town's Masterplan but, since the Covid-19 lockdowns, they have also had to show how they will drive good growth and regeneration to benefit and advance the community in a post-pandemic economy.

More people live in Cambridgeshire's market towns than in its cities and many of the projects are about improving public space for commerce, recreation, and health. Not only has the investment helped refurbish shop fronts and installed benches, planters and better lighting and signage across several of the town centres – but it also funds creative initiatives, like a splash park in Wisbech, a heritage walk in Whittlesey, and a new home for Chatteris Museum in a former bank building, all contributing to Covid-recovery and the work of making the town centres vibrant and attractive.

# Key achievements April 2022 – March 2023

## £802,150 for Cycle link Scheme in St Ives

£802,150 awarded to Huntingdonshire to improve Cycle Link Scheme in St Ives, St Ives Community Bandstand to provide a new venue for cultural events and activities, Shop Front Grant Scheme to provide direct grants (of between £5K and £10) towards improving shop frontages, Cromwell Museum Expansion and a new Huntingdon BID Visitor Information facility housed within the Commemoration Hall.

## £925k funding for Littleport business hub

to boost workspace for new jobs. Littleport's Capital Investment Fund also received £75k for a 'grant pot' to improve energy efficiency and spruce up frontages in Littleport's town centre.

## £14.2 million for 52 projects

covering the eleven market towns of Cambridgeshire & Peterborough.

An additional £250k was awarded to the Chatteris Museum & Community Space project.

## 'live' projects

Funding for 'live' projects where construction costs have increased significantly due to Covid-19.

## May 22:

The Jubilee Gardens in Chatteris refurbished as part of the Renaissance Project – and improving public space within the town.

## Case study

### HRH The Duke of Edinburgh visited Soham to officially open the Viva Theatre, a vibrant cultural centre resurrected from the once-derelict Spencer Mill.

The Combined Authority awarded £325k in funding to expand the facilities and attract more weekend and evening visitors into Soham.

Funded by the Combined Authority, the resurgent Mill now offers business, training, and re-training facilities as well as the theatre in an attractive community hub. It demonstrates the powerful impact the Market Towns Programme has made in strengthening local communities across

Cambridgeshire & Peterborough.

HRH The Duke of Edinburgh officially opened the Viva Theatre in April 2023 and saw how Combined Authority funding will help it evolve ever more usefully as a cultural, social, and economic asset for the town. Completed in early 2022, the Viva Theatre is now permanent home to Viva Arts and its activities and is already thriving as a centre for drama and a landmark for the town.



# Peterborough Station Quarter

As the area's Strategic Transport Authority, the Combined Authority, collaborating closely with Peterborough City Council, was successful in its bid to the Department for Levelling up, Housing and Communities for funding to help develop the wider Peterborough Station Quarter into a welcoming gateway to the city with its cathedral, shopping, and new university.



The Station Quarter is the entire area around the railway station. This key project will create a new western entrance to the station with a bike and car park – to make a double-sided building – with a wider footbridge over the rail tracks. It will ease pressure on roads into the centre, making it safer and more enjoyable to cycle around the city. Green areas with biodiversity, community spaces and joined up routes into central Peterborough will boost active travel and reduce carbon emissions.

Improving passenger journeys will encourage more rail travel, stimulating local and regional economies. It will help Peterborough attract knowledge-intensive and high-level employers, and free up land for commercial and residential developments.

The Combined Authority Board agreed to accept a provisional award of £47,850,000 to be spent between 2023 – 2026 with the funds being released to project lead Peterborough City Council in £5m blocks.

## Key achievements April 2022 – March 2023

### August 2022

Combined Authority collaborated with Peterborough City Council on the bid for the Peterborough Station Enhancements and Connectivity Project, submitted on 1st August 2022

### Jan 2023

The Department for Levelling Up, Housing and Communities confirmed that the bid was successful, subject to future business case approval.

### March 2023

The Combined Authority Board approved accepting the £47.8 million Government offer.

# Digital connectivity

**With funding from the Combined Authority, Connecting Cambridgeshire is driving improvements to digital connectivity infrastructure for fibre broadband, mobile and public access Wifi coverage to support economic growth and make it easier for people to access public services.**

The Digital Connectivity Strategy 2021-25 underpins the Combined Authority's sustainable growth ambitions, helping to ensure digital connectivity across the whole area, accessible to all, supports public services, thriving communities and the good, green business growth that can endure.

Upgrading digital infrastructure will be transformative for people living and working in rural areas. Bringing reliable and ultrafast broadband to their homes will boost our economy, broaden education, training and job opportunities, and allow communities to thrive.

Access to all types of opportunity has become highly dependent on digital connectivity. Families and individuals without access are excluded from many benefits of economic growth, health inequalities are exacerbated, and children's life chances are damaged.

The Connecting Cambridgeshire programme, delivered by Cambridgeshire County Council, has already ensured that much of the county can access superfast broadband and free public access wifi in towns and cities.



## Key achievements April 2022 – March 2023

### May 2022

Building on Connecting Cambridgeshire's work with OpenReach, over 100,000 more homes and businesses in line for broadband boost thanks to a £30m investment by Openreach. Most places in Cambridge, Peterborough and the following 15 locations can potentially upgrade to full fibre broadband.

Cambridge	March
Cherry Hinton	Mereside (Ramsey)
Cottenham	Peterborough
Doddington	Teversham
Eye	Waterbeach
Fulbourn	Werrington
Girton	Whittlesey
Histon	Willingham

### November 2022

Free public access CambWifi goes live in Peterborough city centre to support businesses, keep residents connected and allow shoppers and visitors to make the most of cafe culture. With funding from the Combined Authority, the secure public access network was installed through the Connecting Cambridgeshire programme to support Peterborough Positive and the city's new business improvement district.

### March 2023

Department for Science, Innovation and Technology announces some 45,000 rural homes and businesses in our area can look forward to gigabit-capable full-fibre broadband connections thanks to the £69 million contract for Cambridgeshire under the £5b Project Gigabit scheme.

### January 2023

Community resilience pilot started to detect river level rises in vulnerable flood spots across Huntingdonshire. Jointly-funded by the Combined Authority and Huntingdonshire District Council in collaboration with Connecting Cambridgeshire – the trial deploys low-cost sensors to notify council officers and community flood groups about rising water levels.



## Case study

**Aseptika Limited, a healthcare company based in St Ives, has put a Digital Technology Grant, funded by the Combined Authority, to good use by starting to automate their work – which has led to them being able to take on an apprentice.**

Aseptika is developing an integrated suite of self-monitoring devices and services that lets patients better self-manage long term health conditions through self-monitoring – under the brand name **Activ8rlives**.

A Digital Technology Grant enabled the company to complete the automation of their eCommerce route to market for home-use medical devices, which played a vitally important role in supporting the NHS during the COVID-19 pandemic.

"The support we received via the funding was incredible and invaluable. We were able to contract a local consultancy to redevelop our website and build it on an eCommerce platform to fully automate our sales process."

With the benefit of this new automated system Aseptika have been successful in securing a further £50,000 grant to fund the first year's costs for a dedicated Digital Marketing Executive to drive forward their B2C sales channel. Kevin admits that none of this would have been possible without the initial support from the Digital Technology Grant to build the

eCommerce infrastructure and the implementation of sales and shipping automation.

We never expected this to be an immediate outcome from this project. Having the initial grant money allowed us to think 'What would happen if we automated this?' And this has indirectly led to us also being in a position to hire a local young person as an apprentice to further drive automation for the company."

Kevin Auton Ph.D, Aseptika  
Managing Director



A large, stylized green leaf graphic that curves across the page from the top left towards the bottom right. The background is a light green gradient with a faint image of solar panels and a blue sky with clouds visible on the left side.

# Climate

# Fenland SOIL

As part of the work carried out by the Cambridgeshire and Peterborough Combined Authority's Independent Commission on Climate, the Combined Authority provided funding of £50,000 a year for two years to create Fenland Soil, a dedicated team with farmers at its core to tackle climate issues relating to agriculture and peat in the Fens.

Fenland Soil is a not-for-profit members organisation that aims to inform and develop 'whole farm' land use policies, aimed at achieving climate change mitigation and biodiversity enhancement in the Fens, and to help establish an agreed set of numbers for GHG emissions for deep, shallow and wasted peat soils.

Across the workstreams Fenland SOIL brings together farmers and growers from across the Fens, academics, conservationists and other key local stakeholders to address our common problem in a holistic way.

## Key achievements April 2022 – March 2023

### Lowland Agricultural Peat Taskforce

Working with the government on a national level to inform the Lowland Agricultural Peat Taskforce (LAPT).

### Flux towers

have now been installed at Burgess Farms, Yaxley and Allpress Farms to monitor GHG emissions.

### Fenland SOIL

has commissioned Andersons Eastern to produce a farm scale economic analysis of potential future mitigation.

### The first Farmers' dialogue event

Sponsored by Anglian Water, was hosted by F C Palmer and Sons at their farm in Stretham. Sixty-five farmers and industry stakeholders from across the Fens came together for a tour, led by Luke Palmer, of their operations efforts with regards to reducing GHG emissions from their peaty soil.

### Water for the Future Event hosted

Anglian Water co-sponsored this event around the future of water for agricultural use in the Fens, looking at both the challenges and potential opportunities. Around fifty farmers attended.

# Local Nature Partnership



**The Combined Authority provided £1m funding to Natural Cambridgeshire to build local capacity to green investment.**

Natural Cambridgeshire, as the Local Nature Partnership for Cambridgeshire and Peterborough, recognised this issue and developed the Doubling Nature ambition. The aim of the programme is to attract additional investment into nature-based projects, building local capacity in green investment, and deliver projects on the ground across the CPCA area.

The Combined Authority has endorsed Natural Cambridgeshire's Vision for Doubling Nature, and this was reinforced by the recommendations of the Cambridgeshire & Peterborough Independent Commission on Climate, which identified nature as making an important contribution to climate change mitigation and adaptation

The £1m fund will test the proposition that there is an appetite for private/ third sector investment in nature and nature-based solutions to tackle other problems. Through pilot projects the Fund will test the barriers and opportunities to this approach.

The nature projects will provide benefits through their enhancements in nature, in line with the ambition to double the amount of Cambridgeshire's rich wildlife habitats and natural green space from 8% to 16%. Depending on the project there could also be job increases attributed to the intervention.

## Key achievements April 2022 – March 2023

### Scheme launch

The scheme was successfully and was oversubscribed.

### Working with project applicants

Expressions of interest have been received and the team are working with successful applicants on bids for projects to begin 2023/2024.



# Waterbeach Renewable Energy Network (WREN)



**The Combined Authority provided £2.7m of funding for the delivery of the Waterbeach Renewable Energy Network (WREN) project.**

The funding will facilitate the development of an integrated renewable energy and storage solution to serve the electric Refuse Collection Vehicles within the overall fleet at Greater Cambridge Shared Waste Service Depot at Waterbeach.

With funding for the WREN project, South Cambridgeshire District Council and Cambridge City Council will be able to meet the Independent Climate Commission's key recommendations for the waste sector to "roll out zero carbon collection vehicles" and meet their own net zero goals. The WREN local grid option will achieve significant carbon reduction for the region.

## Key achievements April 2022 – March 2023

Two thirds of the waste fleet replaced with electric refuse collection vehicles.

Planning permission for the depot granted.

Early preliminary explorations of the ground have taken place.

# Net Zero Hub

The Greater South East Net Zero Hub is part of the Cambridgeshire and Peterborough Combined Authority. They work with public sector organisations, community enterprises and a wide range of stakeholders to develop and support the delivery of projects to accelerate the transition to Net Zero.



## Key achievements April 2022 – March 2023

### £82million Home grant

Secured £82million to deliver the Home Upgrade Grant Phase 2 across 48 local authorities in the Greater South East.

### £4m energy advice fund

Launched a £4million fund for Local Energy Advice Demonstrator projects, to support households with one-to-one advice on energy efficiency home improvements.

### £1.3m Rural Community Energy Fund

feasibility and development projects delivered by community organisations.

## Decarbonisation Scheme

Supported £35M of successful Public Sector Decarbonisation Scheme projects, £25M of which involved undertaking direct studies for stakeholders.

## Awarded funding to deliver additional capacity support including:

- £100K for Hastings Partnerships for Places and People
- Net Zero delivery vehicle Business Case development (£70k)
- Health and other public estate as anchors for Net Zero (£50k) Mapping and decision-making toolkits (£25k)
- Park & Ride Zero Carbon Hubs – feasibility and business case development (£25k).
- Greater South East Retrofit Training Network (£150K)



Stagecoach

86001

86001

BV23 NPZ



# Transport



# Bus improvement plan

**The Combined Authority has developed and gained approval for a Bus Strategy with the aim to transform bus travel and more than double bus patronage by 2030.**

The strategy sets out an ambitious vision to improve our bus network in a way that will benefit the residents and businesses of our region. Offering high levels of convenience and connectivity – not just in our urban areas, but across the entire region, including rural areas and market towns; something not seen on such a scale anywhere else in the UK. We want to deliver a fully integrated bus network, serving the needs of the Cambridgeshire and Peterborough area. We want to make journeys quicker, cheaper, and more reliable, delivering attractive, environmentally friendly services across our area

The purpose of the Bus Strategy is to outline the key strategic aims, objectives, and aspirations of the Combined Authority to enable us to bid for further funding and shape the network to meet the needs of the people of the region.

Next steps are to agree a Bus Service Improvement Plan, take forward the important work on Bus Reform and deliver projects which can meet the ambition of the Bus Strategy to double bus patronage by 2030.

## Key achievements April 2022 – March 2023

### 6-week Bus Strategy consultation

Over 80% of respondents supported the vision, aims and principles set out in the strategy

### Bus Strategy approved

The Combined Authority board approved the Bus Strategy in March 2023



## Case study

# A scheme to make bus fares available for no more than £2 has led to over a 7% rise in passengers

Data collected by Stagecoach-East (remove double space here) shows 1,354,000 £2 tickets have been sold since the scheme came into effect in January, an uplift of 7% in passengers travelling on buses.

Passengers across Cambridgeshire and Peterborough will continue to benefit from £2 bus fares, as the Department of Transport has extended funding for the initiative until (remove double space here) November 2024. The Cambridgeshire and Peterborough Combined Authority welcomed this move by government to provide funding to bus companies to reduce their fare rate in a bid to encourage more people to return to bus travel.



## Active Travel

The Combined Authority has successfully competed for a wave of funding from central Government and has been highly rated by Active Travel England for its walking and wheeling plans.

Changing people's travel habits is key – two in three personal trips are within five miles, for many people a distance that could be cycled. For school children, the opportunities are even greater as nine in ten live within 15-minute walk of their primary school.

By encouraging active travel and supporting initiatives that help people change their habits, the wellbeing of communities in Cambridgeshire and Peterborough can be improved and the area's net zero carbon ambition made more achievable.

The excellence rating achieved by the Combined Authority is critical to its ambitions to increase active travel networks within its mixed rural, urban and city area. The ranking will guide how funding and other resources are allocated.

The award included funding for an 'active travel advocate', a role that would work with the proposed active travel centre-of-excellence at Cambridgeshire County Council to push forward active travel plans.

## Key achievements April 2022 – March 2023

### High rating from Active Travel England

in relation to the strategic direction and buy-in at a political level.

### Successful bid for £823k

Capability and Ambition Fund.

# TING

Ting is an 'Uber style' bus service that covers the West Huntingdonshire area including key towns such as St Neots, Cambourne, Sawtry, and surrounding villages, improving transport links for those living in rural areas, removing young people's dependence on parents for lifts and allowing residents to lessen their reliance on cars.

## Key achievements April 2022 – March 2023

In December 2022, the Ting service was fully funded for a further 12 months using Bus Service Trials money separately approved in 2020/21.

From November 2022, Ting started earlier in the morning to help people get to work, with bookings from 0600 instead of 0700, and the service runs until 2000, six days a week.

# King's Dyke

Part of a £32m scheme to improve roads around the A605, the new Ralph Butcher Causeway has provided a solution to the traffic jams at the King's Dyke Level Crossing, which people in the area have campaigned for fifty years to see.

It will make housing and job growth possible within Whittlesey, as well as reducing people's long and stressful journey times that increased carbon emissions and costs to business.

Opened to traffic in July, the King's Dyke improvement was chiefly funded by the Combined Authority

and is its biggest project to date. The new layout includes the bridge and causeway over the Ely-Peterborough railway line, and new roundabouts allowing traffic to move unimpeded in both directions.

## Key achievements April 2022 – March 2023

### July 22:

Mayor attends as Ralph Butcher Causeway opens to traffic – the new road has been named in honour of a former Fenland district councillor who campaigned from the 1970s for it to be built.



# A1260 safety and improvement project

The A1260 is part of the Parkway Network, a strategic road system key to the development of Peterborough.

For several years, the Combined Authority has worked with partner Peterborough City Council to deliver two A1260 improvement schemes that will help Peterborough cut traffic jams and journey times, carbon emissions, boost active travel and realise its ambitions for business and housing growth.

Funded by the Combined Authority, the schemes are:

- **Junction 15** (A1260 Nene Parkway / A47 Soke Parkway/access to Nene Thorpe Bridge)
- **Junction 3** (A1260 Nene Parkway / A1139 Fletton Parkway/The Serpentine approaches)

Both projects are being staggered to minimise disruption to people using the routes.

## Junction 15

The A1260 safety and improvement project offers better connectivity to public transport and green spaces for walkers and cyclists; this includes replacing a footbridge, creating zebra crossings, improving access to Ferry Meadows, and to the business park.

With bulb and tree planting, the scheme yields biodiversity gain, in line with Combined Authority determination to provide people with a transport network that works well for them but respects and enhances the natural and historic surroundings they value.

## Key achievements April 2022 – March 2023

### March 2023:

The new footbridge over the A1260 Nene Parkway at Longthorpe was opened to the public, just one part of the £8.1million project around Junction 15 funded by the Combined Authority. The new bridge is wider and less steep than its predecessor making it easier for pedestrians, cyclists, and wheelers to use.

### March 2023:

Carriageway resurfacing following widening works along the Nene Parkway and Bretton Way.

## Junction 3

For the **Junction 3 scheme**, the Combined Authority Board released money early to help Peterborough City Council meet the deadline required by the Transforming Cities Fund for starting the work.

The schemes picked for acceleration:

- **Malborne Way Footpath** – completing the missing link along an existing route.
- **Shrewsbury Avenue Cycleway**, a new bike path and resurfacing of an existing route.
- **The general highways work at Junction 3 of the Nene Parkway**, due to start in summer 2023, aims to cut rush hour traffic jams and improve the junction's efficiency and surrounding road network. The £9.3m project will create a third southbound lane on Nene Parkway from J31 to J3 and a third lane on the A1260 The Serpentine northbound approach, plus safety and active travel measures.

By improving the city's active travel infrastructure, the Combined Authority wants to help more people swap their cars for walking or cycling, with a major green dividend in cutting carbon, improving public wellbeing, and bringing cleaner air.

## Key achievements April 2022 – March 2023

### October 2022:

The Board approves early release of £518,988 to accelerate construction of active travel projects ahead of main highway works. These will be a new footpath on Malborne Way between Saltmarsh and the Phoenix School and an upgrade to the cycleway between Shrewsbury Avenue and the gated access of the Nature Reserve. pedestrians, cyclists, and wheelers to use.

### December 2022:

December 2022: Junction 32–33 full business case was submitted on time and budget.

### January 2023:

The Board approved awarding £9,291,880 to Peterborough City Council for construction of the improvement scheme.

### March 2023:

The Combined Authority Board voted to put an underspend of £3,441,880 from Peterborough's Fengate Access Study budget towards building the city's A1260 Junction 32–33 project.

# E-scooters and E-bikes

The Combined Authority, with its partners and operator Voi, launched in October 2020 the e-scooter trial in Cambridge. With e-bikes having been in circulation since February 2021, the aim was to provide a reliable and healthy travel alternative while cutting CO<sup>2</sup> emissions. The current trial has been extended to 31 May 2024.

**E-bikes and e-Scooters** offer a convenient and green way of travelling around the centre of Cambridge. E-bikes and e-Scooters have helped reduce the number of short car and taxi journeys across the city.

To make e-Scooters and e-Bikes travel more accessible, Voi offers a range of discounts for NHS emergency service workers, military personnel and veterans through its 'Voi 4 Heroes' scheme. Voi also offers

those on low incomes, disabled people and older people 65+ a 50% discount and there is a 20% discount on a Voi Pass for students and staff at higher education institutions.

E-Scooters and e-Bikes provide a 24/7 mode of transport which is helpful for people who work night shifts and early mornings. During the pandemic, Voi offered NHS and other emergency service workers free rides to help them get to work.

## Key achievements April 2022 – March 2023

**382,000 short car journeys**

estimated to have been replaced by E-scooters and e-bikes in the region from June 2020 to March 2023.

**Reduction of 186 tonnes of CO<sup>2</sup> Emissions**

helped by E-scooters and e-bikes

**Nearly two million (1,962,334) rides**

have been taken since launch, with over 4.5 million kilometres travelled.



## Case study

Voi Scooters help Cambridge residents to get around the city in a convenient way. Voi asked people around Cambridge what they liked best about e-Scooters some answers were:

"It's not that deep, it's a scooter – but I love it!"

"Cars take up so much space, you don't need them for menial tasks like going to Tesco's, you can get a scooter and it's so much better for the environment and a better experience."

"We want to breathe some fresh and clean air, absolutely – so this helps – why not?"

"It's convenient for getting between meetings and different parts of the City."

"Wherever it's parked, I can find one and I can get from A to B quicker."

"Riding the electric scooters is really important for us, to try and live that life we want to leave for others."

# ZEBRA buses

In collaboration with the Department of Transport, Greater Cambridge Partnership (GCP) and Stagecoach, the Combined Authority has allocated nearly £3 million to fund 30 zero emission electric double decker buses. Due to join the city's ever-expanding fleet of cleaner vehicles in 2023 as part of the Zero Emission Buses Regional Area (ZEBRA) scheme.



Serious air quality issues cause up to 100 early deaths each year, the ZEBRA buses will make a significant contribution to improving air quality in the city, making buses a greener and more attractive travel choice in Cambridge.

By replacing 30 of our buses with the ZEBRAs, we can expect to see a reduction of emissions in that central zone of over 40%, contributing significantly to improved air quality and public health.

They will be used on the five Cambridge park-&-ride routes, as well as the

Citi 2 service which links Cambridge North Station with the city centre and Addenbrooke's Hospital.

The introduction of these buses is part of a commitment to a rolling bus replacement programme, replacing 30 vehicles a year across the Combined Authority area. There is an ambition to convert the entire bus fleet from diesel buses to zero emission vehicles within the Combined Authority region by 2030 to hit carbon emission targets and help tackle climate change.

## Key achievements April 2022 – March 2023

**£2,994,000 of funds allocated to the ZEBRA buses**

Approved at the Combined Authority Board meeting on 25 January 2023

# Cambridge South Station

The granting of the Transport & Works Order, giving the green light for a new railway station serving the south of Cambridge, crowns years of work by the Combined Authority and its partners collaborating to fund the early stages of development.

That early work by the Combined Authority and organisations like the Greater Cambridge Partnership, AstraZeneca Ltd and the Department for Transport itself was successful and Network Rail is now going ahead to realise the benefits of improving rail connectivity to the southern fringe of Cambridge and the all-important Biomedical Campus.

Plans involve creating a new two-storey, four-platform station, 'Cambridge South', adjacent to the Cambridge Biomedical Campus.

Network Rail held two rounds of Public Consultation in 2020, then submitted the TWAO application in 2021. Following a Public Inquiry in 2022, the TWAO was approved in December 2022 and Network Rail says construction of the new station could begin in the coming months.

The new station, 'Cambridge South', would connect the Cambridge Biomedical Campus with potential destinations such as central London, Stansted Airport, Ely, Birmingham and Europe.

Cambridge South would also give access to a growing area of high-quality employment and help relieve congestion in the local area by supporting the development of environmentally sustainable transport in Cambridge.

The construction works commenced on site in January 2023 and the planned opening date remains 2025.

In the future, East West Rail services from Bedford to Cambridge could serve the new station.



## Key achievements April 2022 – March 2023

### September 2022:

In September 2022, Cambridge South was named as one of 138 major infrastructure projects that the Government aims to fast-track, although that inclusion does not guarantee funding, planning consent, or approval.

### December 2022:

The TWAO was granted by the Secretary of State in December 2022, meaning construction can proceed on the track realignments and station building.

# March Area Transport Study and Market Towns Programme

**This year inter-related plans to transform March Town Centre have moved ahead, thanks to millions in funding from the Combined Authority.**

Hard on the heels of the Walking and Cycling, and Quick Wins schemes, the £440k Market Place regeneration began in January 2023 and completed in March. And in January, the Combined Authority Board approved £4.2m to get construction of the new Broad Street layout under way as well.

The infrastructure and public space of Broad Street is being reconfigured to create a greener, more open and pedestrian-friendly environment with smoother traffic flow through the town centre.

The project is being delivered with £4.2m from the Combined Authority's March Area Transport Strategy (MATS), £3.6m from the Future High Streets Fund and another £2 million from the

Combined Authority, through its Market Towns Programme.

The MATS Broad Street Scheme cuts road space for motor vehicles and puts in an extra crossing on Broad Street to improve pedestrian accessibility. It aims to help people leave the car behind, cycling or walking around March's historic town centre, making life more sociable and improving wellbeing and overall quality of life.

The Combined Authority's funding is helping to realise Fenland District Council's vision in Local Plan, published in 2014 – 'to maximise the potential of the area and deliver jobs, skills, improved housing and new infrastructure', and make the district 'a better place to live, work and visit.'

## Key achievements April 2022 – March 2023

### March 2023:

Market Place regeneration work completed.

### January 2023:

Combined Authority Board notes completed MATS Full Business Case 1 for the Broad Street development, approves £4.2 million MATS funding to start Broad Street construction, and approves drawdown of £300k to complete Full Business Case 2 for St Peter's Road, Peas Hill, and Twenty Foot Road.







**CAMBRIDGESHIRE  
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COMBINED AUTHORITY

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<b>Combined Authority Board</b>	Agenda Item
<b>26 July 2023</b>	<b>8</b>

Title:	Budget Update Report 2023-24
Report of:	Nick Bell, Executive Director Resources and Performance
Lead Member:	Mayor Dr Nik Johnson
Public Report:	Yes
Key Decision:	No
Voting Arrangements:	A simple majority of all Members present and voting

### Recommendations:

A	Note the fully year budget for the financial year 2023-24
B	Note the correction of the funding source for Skills provision in for the financial year 2023-24
C	Note the projected overachievement of Treasury loan interest for 23-24, and approve the allocation of £485k to address emerging pressures and strategic priorities as set out in section 6.

### Strategic Objective(s):

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 mean.

### 1. Purpose

1.1	This report provides the Board with an overview of the full year budget for 2023-24. This is made up by the budget agreed at MTFP plus any slippage from the 2022-23 financial year approved by the Board at their meeting in May 2023.
1.2	The position presented is based on the Combined Authority's accounts before external audit, as such there is a possibility that the position will be changed following audit findings – as part of the reporting on the audit of the accounts any such changes will be reported at that time.

### 2. Background

2.1	This report presents the full year budget for the 2023-24 financial year alongside the actual expenditure in 2022-23 for comparison.
2.2	The figures presented here include both approved and subject to approval budgets for the current financial year – this is so that the Board can see a comparison between everything forecast to be spent this year.
2.3	The body of the report will focus on the full year budget by directorate, highlighting major trends, and Appendices 1 and 2 contain details of the full year budget by programme.

### 3. Revenue Budget Position

3.1 The report contains a summary of the full year budget for the financial year 2023-24. More detail is provided for the Mayor's Office, the Chief Executive's Office and Resources and Performance (excluding Net Zero Hub) as these budgets are not reviewed in more detail by the Thematic Committees.

A more detailed breakdown of income and expenditure for the year is shown at Appendix 1.

	MTFP Budget 2023-24 £'000	Carry forward 2022-23 £'000	Full year budget 2023-24 £'000	Actual 2022-23 £'000
<b>2022-23 Revenue</b>				
<b>Grant Income</b>	<b>-52,827</b>	<b>-</b>	<b>-52,827</b>	<b>-42,301</b>
Mayor's Office	3,778	-	3,778	210
Chief Exec's Office Net Staffing	1,692	-	1,692	*
Comms and Engagement	45	7	52	32
Monitoring and Evaluation Costs	70	21	91	45
Response Funds	1,435	512	1,947	319
<b>Total Chief Exec's Office Expenditure</b>	<b>3,242</b>	<b>540</b>	<b>3,782</b>	<b>396</b>
Resources and Performance Net Staffing	2,297	-	2,297	*
Other Employee Costs and Corporate Overheads	609	28	637	575
Legal, Governance and Member Services	309	-	309	155
Finance and Procurement	253	70	323	312
Financing Income	-736	-	-736	-3,563
HR and Organisational Development	122	-	122	133
Digital Services and Support	335	75	410	301
Workstream Budget	72	-	72	-25
Overhead Recharges	-377	-	-377	-3,241
<b>Total Resources and Performance Expenditure</b>	<b>2,884</b>	<b>173</b>	<b>3,057</b>	<b>-5,353</b>
Economy and Growth	22,837	5,531	28,368	21,921
Net Zero Hub	6,680 <sup>1</sup>	5,472	12,152	9,573
Place and Connectivity	18,384	622	19,006	17,354
<b>Workstream Expenditure</b>	<b>47,901</b>	<b>11,625</b>	<b>59,526</b>	<b>48,848</b>
<b>Total Expenditure</b>	<b>57,804</b>	<b>12,338</b>	<b>70,142</b>	<b>44,101</b>

\* Staffing structures were changed at the start of 23-24 to align with new Directorate structure so there are no 22-23 comparator actuals.

<sup>1</sup>This budget has been updated for the 23-24 HUG 2 allocation, which was not announced when the 23-24 MTFP was approved.

3.2	<p>Income is expected to increase by £4.3m to £46.6m during the financial year 2023-24 compared to the previous year.</p> <p>The two largest contributors to the change are:</p> <ul style="list-style-type: none"> <li>• Mayoral Precept £3.6m</li> <li>• £1.1m increase from the Economy and Growth Directorate.</li> </ul> <p>Details by programme can be found in Appendix 1.</p>
3.3	<p>Income includes a reduction of £125k of budget for the LEP for 2023-24 confirmed after the MTFP was approved. It excludes carry forward income from ESF and ERDF as the amounts are uncertain at present. ERDF and ESF income will be included going forward once the values are confirmed.</p>
3.4	<p>The Mayor's Office budget has increased by £3.6m due to the new Mayoral precept funded contribution to passenger transport offset by a slight reduction in the staffing budget as staffing support for the Mayor is now part of the Chief Executive's Office structure so no longer forms part of the Mayor's Office budget.</p>
3.5	<p>The Response Funds line includes the Improvement Plan, Corporate Response Fund and the Programme Response Fund.</p> <p>The Programme Response Fund is the majority of this budget (£1.29m in 2023-24) and this funding is allocated by the Combined Authority Board to initiatives and emerging pressures during the financial year.</p> <p>Rather than spend being recorded against this Fund, the budget is moved from the Programme Response Fund and put into the relevant expenditure budget – as such the actual expenditure on the Response Funds line is expected to be significantly below the budget until the Programme Response Fund is fully allocated.</p>
3.6	<p>At the time the MTFP was developed financing income was forecast to be significantly lower than the previous year due to reducing cash balances and falling interest rates that were predicted at that time. With cash balances at the end of last year and through part of this year being higher than planned, and interest rates staying high, the actual income from treasury management in 2023-24 is already contracted to be £5.0m, compared to the assumption in the MTFP of just over £700k. Section 6 of the report proposes the use of part of this one off funding whilst maintaining the majority of it to cover other initiatives and pressures that may develop during the year.</p> <p>The workstream budget within Resources &amp; Performance is a contribution to the A14 upgrade costs, the original payment profile had the Combined Authority start contributing in 2021-22 so costs were accrued in that year resulting in a 'negative spend' in 2022-23. The DfT subsequently agreed that repayments should only start from 2023-24 and so the anticipated spend to offset the 'negative spend' in 2022-23 did not occur.</p> <p>Overhead recharges appear significantly lower as the figure from the prior year includes recharged direct staffing costs as well as the overheads. As staffing costs are now split out across directorates only the overhead recharge which contributes to corporate costs is shown here.</p> <p>Further details can be found in Appendix 1.</p>

## 4. Capital Programme

4.1 A summary of the 2023-24 Capital Programme Income compared with the previous year's actual is presented below. Details of the capital programme are contained in Appendix 2.

Capital Programme Summary	MTFP Budget 2023-24 £'000	Carry forward 2022-23 £'000	Full year budget 2023-24 £'000	Actual 2022-23 £'000
Economy and Growth	-2,042	-	-2,042	-
Place and Connectivity	-27,695	-	-27,695	-28,061
Resources and Performance	-48,378 <sup>1</sup>	-	-48,378	-12,000
<b>Totals</b>	<b>-78,115</b>	<b>-</b>	<b>-78,115</b>	<b>-40,061</b>

<sup>1</sup> This budget has been updated for the 23-24 HUG 2 allocation, which was not announced when the 23-24 MTFP was approved.

4.2 Main contributors to the income variance are the Shared Prosperity Funds (including Rural) of £1.5m, in the Economy and Growth, and the Home Upgrade Grant phase 2 of £42.6m in Resources and Performance.

4.3 Below is a summary of the 2023-24 Capital Programme Expenditure compared with the previous year actual. Detail of the capital programme can be seen in Appendix 2

Capital Programme Summary	MTFP Budget 2023-24 £'000	Carry forward 2022-23 £'000	Full year budget 2023-24 £'000	Actual 2022-23 £'000
Economy and Growth	12,609	11,156	23,765	10,278
Place and Connectivity	92,489	26,186	118,676	59,797
Resources and Performance	36,420 <sup>1</sup>	10,413	46,833	45,015
<b>Totals</b>	<b>141,518</b>	<b>47,756</b>	<b>189,274</b>	<b>115,089</b>

<sup>1</sup> This budget has been updated for the 23-24 HUG 2 allocation, which was not announced when the 23-24 MTFP was approved.

4.4 Overall capital expenditure is expected to be £74m (62%) higher than previous year. A quarter of the budget is made up by approved carried forward funding, predominantly in Place and Connectivity.

4.5 Economy and Growth shows a significant increase in spend forecast this year, compared to prior year's actual expenditure, of £13.5 m. The major contributors are the carry forward from Growth Co capital expenditure £5.1m and Market Towns £4.1m.

4.6 Place and Connectivity has almost doubled its budget from previous year (from £59.8m to £118.7m). The major contributor is Transport £39.4m and Climate £6.2m

4.7 Resources and Performance now includes the Net Zero Hub, which makes up all but £42k of the capital budget for 2023-24.

## 5. Budget Changes

5.1	At its meeting in March the CA Board allocated £112k of “Corporate Rapid Response Funding” as match funding to ensure continued careers hub support between the Growth Company’s contract for delivery ending in December 2023 and the funding to deliver this via Multiply starting in April 2024.
5.2	The name of the funding source in this paper was in error and it should have referred to the “Programme Response Fund” – the funding set aside within the Medium-Term Financial Plan which the Board can allocate to address emerging needs throughout the year.  The Board are asked to note this correction and that the allocation will be reflected following this meeting.

## 6. Use of treasury management income

6.1	The continued high rate of inflation in the UK has led to higher than forecast interest rates which continue to deliver significantly higher rates on the Combined Authority’s treasury management investments. This, along with higher than forecast balances due to slippage on the capital programme, has resulted in the interest receivable on already agreed investments standing at £5.0m against an original forecast for the year of £736k.										
6.2	This income is a one-off source of revenue as inflation levels and interest rates are forecast to fall over the next 12-24 months and the Combined Authority’s cash balances are expected to reduce over the same period as multi-year capital budgets are replaced with project specific funds paid in arrears based on expenditure.										
6.3	It is not prudent for this level of income to be forecast into future years, as this could lead to potentially unaffordable expansion of costs which could not be funded when income decreases. There will, however, be various discrete pieces of work which have strategic importance which can be funded from this income which will deliver value to the Authority without creating an unaffordable increase in its medium term plans.  Some of these important pieces of work have been identified and therefore approval is being sought to award £485k of the forecast income to specific projects to enable delivery to commence as soon as possible. Appendix 3 provides more detail on each line including a spending profile by financial year.										
6.4	<table border="1"> <thead> <tr> <th>Investment</th> <th>Total Amount</th> </tr> </thead> <tbody> <tr> <td>Local Evaluation Framework initiation</td> <td>£135k</td> </tr> <tr> <td>Devolution trailblazer support</td> <td>£250k</td> </tr> <tr> <td>Development of a cultural strategy</td> <td>£100k</td> </tr> <tr> <td><b>Total allocated</b></td> <td><b>£485k</b></td> </tr> </tbody> </table>	Investment	Total Amount	Local Evaluation Framework initiation	£135k	Devolution trailblazer support	£250k	Development of a cultural strategy	£100k	<b>Total allocated</b>	<b>£485k</b>
Investment	Total Amount										
Local Evaluation Framework initiation	£135k										
Devolution trailblazer support	£250k										
Development of a cultural strategy	£100k										
<b>Total allocated</b>	<b>£485k</b>										
6.5	There may be further strategic objectives brought back for consideration for funding by the Board during the course of this financial year.										

## 7. Appendices

7.1	Appendix 1. Detailed breakdown of revenue income and expenditure budgets for the financial year 2023-24.
7.2	Appendix 2. Detailed breakdown of capital income and expenditure budgets for 2023-24.
7.3	Appendix 3. Details of investment proposals.

## 8. Implications

### Financial Implications

8.1	The financial implications of the decisions are set out in the body of the report.
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Legal Implications	
8.2	<p>The Combined Authority is required to prepare a balanced budget in accordance with statutory requirements.</p> <p>This report monitors how the Combined Authority and the Mayoral Fund performed against the financial targets set in January 2022 through the Budget setting process in accordance with the Cambridgeshire and Peterborough Combined Authority Order 2017 and the Combined Authorities Financial Order 2017.</p>
Public Health Implications	
8.3	The projects in delivery or planned to be delivered do not have direct Public Health implications.
Environmental & Climate Change Implications	
8.4	The projects in delivery or planned to be delivered do not have direct Public Health implications.
Other Significant Implications	
8.5	There are no other significant implications.
<b>9. Background Papers</b>	
9.1	<a href="#">March Combined Authority Board item 7</a> (item 7.2 refers to section 5 of this paper)

<b>Agenda Item 2</b>	<b>Appendix</b>
<b>Budget Update Report 2023-24</b>	<b>1</b>

## Detailed breakdown of revenue income and expenditure budgets for the financial year 2023-24

### Grant Income

Directorate	Division	Programme	Full year budget 2023-24 £'000	Actual 2022-23 £'000
Economy and Growth	Business	Community Renewal Fund	-	-1,209
		Enterprise Zone Receipts	-913	-878
		ERDF - Growth Service	-	-490
		ESF - Growth Service	-389	-576
		Growth Fund Contribution	-120	-317
		Growth Hub (BEIS)	-246	-
		LEP Core Funding (BEIS)	-375	-
		UK SPF Revenue	-1,522	-
		UK SPF topslice	-158	-
	<b>Business Total</b>		<b>-3,723</b>	<b>-3,470</b>
	Skills	AEB Devolved Funding	-11,973	-12,453
		AEB Free Courses for Jobs	-954	-802
		Careers and Enterprise Company Funding	-182	-324
		Digital Skills Bootcamp	-	-449
		Multiply Grant	-1,395	-1,209
		Skills Advisory Panel	-	-55
		Skills Bootcamp Wave 3	-	-1,225
Skills Bootcamp Wave 4	-2,878	-		
<b>Skills Total</b>		<b>-17,382</b>	<b>-16,517</b>	
<b>Economy and Growth Total</b>		<b>-21,106</b>	<b>-19,987</b>	
Mayor	Mayor	Mayoral Precept	-3,624	-
<b>Mayor Total</b>			<b>-3,624</b>	<b>-</b>
Place and Connectivity	Transport	Bus Service Operator Grant	-411	-409
		Local Transport Fund	-	-675
		Transport Levy	-13,495	-13,230
<b>Place and Connectivity Total</b>		<b>-13,906</b>	<b>-14,314</b>	
Resource and Performance	Energy	HUG2	-6,192	-
Resource and Performance	Resource and Performance	Revenue Gainshare	-8,000	-8,000
<b>Resource and Performance Total</b>			<b>-14,192</b>	<b>-8,000</b>
<b>Grant Income Total</b>			<b>-52,827</b>	<b>-42,301</b>



## Expenditure

Directorate	Division	Programme	MTFP Budget 2023-24 £'000	Slippage 2022-23 £'000	Full year budget 2023-24 £'000	Actual 2022-23 £'000
Mayor	Mayor	Mayor's Allowance	102	-	102	97
		Mayor's Office Accommodation	24	-	24	36
		Mayor's Office Expenses	18	-	18	5
		Mayor's Office Staff	-	-	-	72
		Mayor's Conference Attendance	10	-	10	-
		Precept funded contribution to operational budgets	3,624	-	3,624	-
		<b>Mayor Total</b>		<b>3,778</b>	<b>-</b>	<b>3,778</b>
Chief Executive Office	Staff Monitoring and Evaluation Response Funds	Gross Staffing costs	1,692	-	1,692	375
		Monitoring and Evaluation Costs	70	21	91	45
		Programme Response Fund	1,290	-	1,290	-
<b>Chief Executive Office Total</b>		<b>3,052</b>	<b>21</b>	<b>3,073</b>	<b>420</b>	
Resource and Performance	Staff	Gross Staffing costs	2,297	-	2,297	2,989
		<b>Staff Total</b>	<b>2,297</b>		<b>2,297</b>	<b>2,989</b>
	Other Employee Costs and Corporate Overheads	Accommodation Costs	212	-	212	185
		Change Management Reserve	158	-	158	240
		Corporate Subscriptions	56	-	56	59
		Office running costs	32	-	32	25
		Training	61	28	89	49
		Travel and professional membership	88	-	88	17
		<b>Other Employee Costs and Corporate Overheads Total</b>	<b>609</b>	<b>28</b>	<b>637</b>	<b>575</b>
	<b>Comms and Engagement</b>	Comms and Engagement Costs	45	7	52	32
	<b>Comms and Engagement Total</b>		<b>45</b>	<b>7</b>	<b>52</b>	<b>32</b>
	Digital Services and Support	ICT external support	221	75	296	159
		Software Licences, Mobile Phones cost	113	-	113	131
		Website Development	-	-	-	11
	<b>Digital Services and Support Total</b>		<b>335</b>	<b>75</b>	<b>410</b>	<b>301</b>
	Finance and Procurement	Audit Costs	140	-	140	242
		Finance Service	66	-	66	28
		Finance System	-	70	70	-
		Insurance	39	-	39	39
		Procurement	8	-	8	3
	<b>Finance and Procurement Total</b>		<b>253</b>	<b>70</b>	<b>323</b>	<b>312</b>
Financing Income	Interest Receivable on Investments	-736	-	-736	-3,563	

<b>Financing Income Total</b>		<b>-736</b>		<b>-736</b>	<b>-3,563</b>
<b>HR &amp; Organisational Development</b>					
	Payroll	10	-	10	3
	Recruitment Costs	100	-	100	106
	HR systems	12	-	12	24
<b>Human Resources &amp; Organisational Development Total</b>		<b>122</b>	<b>-</b>	<b>122</b>	<b>133</b>
<b>Legal, Governance and Member Services</b>					
	Committee/Business Board Allowances	144	-	144	28
	Democratic Services	95	-	95	98
	External Legal Counsel	70	-	70	29
<b>Legal, Governance and Member Services Total</b>		<b>309</b>	<b>-</b>	<b>309</b>	<b>155</b>
<b>Overhead Recharges</b>					
	Externally Recharged Staff	-	-	-	-439
	Internally Recharged Grant Funded Staff	-	-	-	-2,802
	Overheads recharged to projects	-377	-	-377	-
<b>Overhead Recharges Total</b>		<b>-377</b>	<b>-</b>	<b>-377</b>	<b>-3,241</b>
<b>Workstream Budget</b>					
	Contribution to A14 Upgrade (DfT)	72	-	72	-25
<b>Workstream Budget Total</b>		<b>72</b>	<b>-</b>	<b>72</b>	<b>-25</b>
<b>Energy</b>					
	GSE COP 26	-	-	-	23
	GSE Energy Hub	-	1,153	1,153	1,379
	GSE Green Homes Grant Ph 3 (LAD 3)	-	2,429	2,429	2,611
	GSE Green Homes Grant Sourcing Activity	-	-	-	699
	GSE Home Improvement Grant (HUG 1)	-	433	433	858
	GSE Home Improvement Grant 2 Mobilisation (HUG 2)	-	-	-	816
	GSE Local Energy Advice Demonstrator	-	-	-	33
	GSE Net Zero Hub	266	-	266	-
	GSE Net Zero Investment Design	-	12	12	1,488
	GSE Public Sector Decarbonisation	222	1,000	1,222	137
	GSE Rural Community Energy Fund	-	445	445	1,529
	HUG2	6,192	-	6,192	-
<b>Energy Total</b>		<b>6,680</b>	<b>5,472</b>	<b>12,152</b>	<b>9,573</b>
<b>Response Funds</b>					
	Corporate Response Fund	145	-	145	81
	Improvement Plan	-	512	512	238
<b>Response Funds Total</b>		<b>145</b>	<b>512</b>	<b>657</b>	<b>319</b>
<b>Resource and Performance Total</b>		<b>9,753</b>	<b>6,164</b>	<b>15,917</b>	<b>7,560</b>
<b>Economy and Growth</b>					
<b>Staff</b>	Gross Staffing costs	812	-	812	2,131
<b>Staff Total</b>		<b>812</b>	<b>-</b>	<b>812</b>	<b>2,131</b>
<b>Business</b>	CRF Programme Management	-	-	-	1

	CRF Start and Grow Project	-	-	-	930
	Economic Rapid Response	-	-	-	74
	Growth Co Services	1,429	3,347	4,776	2,244
	Growth Hub	41	-	41	-
	Growth Works Add Equity Fund (rev)	156	-	156	-
	Insight & Evaluation Programme	75	-	75	58
	Local Growth Fund Costs	242	-	242	369
	Market Towns & Cities Strategies	-	-	-	54
	Marketing and Promotion of Services	38	-	38	-10
	Shared Prosperity Fund Evidence Base & Pilot Fund	-	-	-	11
	UK Shared Prosperity Fund - Management Costs	158	-	158	-
	UK Shared Prosperity Fund - Revenue	1,522	-	1,522	-
	<b>Business Total</b>	<b>3,661</b>	<b>3,347</b>	<b>7,008</b>	<b>3,731</b>
	<b>Skills</b>				
	AEB Devolution Programme	11,081	-	11,081	10,965
	AEB Free Courses for Jobs	954	448	1,402	484
	AEB Innovation Fund - Revenue	500	-	500	350
	AEB Programme Costs	367	-	367	572
	AEB Provider Capacity Building	-	68	68	88
	AEB Strategic Partnership Development	-	108	108	88
	Careers and Enterprise Company (CEC)	151	87	238	240
	Changing Futures	60	-	60	-
	CRF Turning Point Project	-	-	-	307
	Digital Skills Bootcamp	-	-	-	458
	FE Cold Spots (rev)	-	225	225	-
	Health and Care Sector Work Academy	-	-	-	540
	Multiply Programme	1,395	170	1,565	1,082
	Peterborough University Quarter Masterplan	-	-	-	100
	Skills Advisory Panel (SAP) (DfE)	-	55	55	77
	Skills Bootcamp Wave 3	978	1,023	2,001	600
	Skills Bootcamp Wave 3 PM costs	-	-	-	118
	Skills Bootcamp Wave 4	2,878	-	2,878	-
	Skills Rapid Response	-	-	-	-10
	<b>Skills Total</b>	<b>18,364</b>	<b>2,184</b>	<b>20,548</b>	<b>16,059</b>
	<b>Economy and Growth Total</b>	<b>22,837</b>	<b>5,531</b>	<b>28,368</b>	<b>21,921</b>
	<b>Place and connectivity</b>				
	<b>Staff</b>				
	Gross Staffing costs	1,290	-	1,290	1,988
	<b>Staff Total</b>	<b>1,290</b>	<b>-</b>	<b>1,290</b>	<b>1,988</b>

<b>Climate</b>	City of Cambridge Culture - Revenue	113	-	113	-
	Climate Change	100	-	100	97
	Doubling Nature Metrics	50	25	75	-
	Greater Cambridge Chalk Stream Project - Revenue	40	-	40	-
	Huntingdonshire Biodiversity for all - Revenue	50	50	100	-
	Lifebelt City Portrait	40	-	40	40
	Meanwhile at Core Site, Northeast Cambridge - Revenue	55	-	55	-
	Natural Cambridgeshire	70	10	80	60
	Non-Statutory Spatial Framework (Ph 2)	190	-	190	-
	Rewilding Programme	75	-	75	-
<b>Climate Total</b>		<b>783</b>	<b>85</b>	<b>868</b>	<b>197</b>
<b>Housing</b>	Affordable Housing Programme Costs	-	-	-	449
	CLT	120	20	140	24
<b>Housing Total</b>		<b>120</b>	<b>20</b>	<b>140</b>	<b>473</b>
	Active Travel Capability Funding	617	-	617	-
	Active Travel Funding (rev)	100	-	100	-
	Active Travel 4	176	-	176	-
	Bus Review Implementation	-	517	517	491
	Contribution to Passenger Transport services from Mayoral budget	-3,624	-	-3,624	-
	Development of Bus Franchising	900	-	900	-
	LEVI	492	-	492	-
	Local Transport Fund	-	-	-	675
	Local Transport Plan	-	-	-	340
	P'boro Station Quarter SOBC	-	-	-	104
	Public Transport: Bus Service Operator Grant	411	-	411	409
	Public Transport: Concessionary fares	8,915	-	8,915	7,770
	Public Transport: Contact Centre	292	-	292	215
	Public Transport: RTPI, Infrastructure & Information	325	-	325	275
	Public Transport: Supported Bus Services	7,015	-	7,015	3,859
	Public Transport: Team and Overheads	572	-	572	558
<b>Travel Total</b>		<b>16,191</b>	<b>517</b>	<b>16,708</b>	<b>14,696</b>
<b>Place and Connectivity Total</b>		<b>18,384</b>	<b>622</b>	<b>19,006</b>	<b>17,354</b>
<b>Revenue Expenditure Total</b>		<b>57,804</b>	<b>12,338</b>	<b>70,142</b>	<b>47,465</b>

<b>Agenda Item 2</b>	<b>Appendix</b>
<b>Budget Update Report 2023-24</b>	<b>2</b>

## Detailed breakdown of capital income and expenditure budgets for 2023-24

### Grant Income

Directorate	Division	Programme	Full year budget 2023-24 £'000	Actual 2022-23 £'000
Economy and Growth	Business	Growth Fund Contribution	-522	-
		Rural England Fund	-804	-
		UK SPF Core Capital	-716	-
<b>Economy and Growth Total</b>			<b>-2,042</b>	<b>-</b>
Place and Connectivity	Housing	Recycled Housing Funding	-	-1,128
		<b>Housing Total</b>	<b>-</b>	<b>-1,128</b>
	Transport	Highways Maintenance and Pothole Capital Grant	-27,695	-26,933
		<b>Transport Total</b>	<b>-27,695</b>	<b>-26,933</b>
<b>Place and Connectivity Total</b>			<b>-27,695</b>	<b>-28,061</b>
Resource and Performance	Energy	HUG2	-36,378	
		<b>Energy Total</b>	<b>-36,378</b>	
	Resource and Performance	Capital Gainshare	-12,000	-12,000
		<b>Resource and Performance Total</b>	<b>-12,000</b>	<b>-12,000</b>
<b>Resource and Performance Total</b>			<b>-48,378</b>	<b>-12,000</b>
<b>Grant Income Total</b>			<b>-78,115</b>	<b>-40,061</b>

## Capital Expenditure

Directorate	Division	Programme	MTFP Budget 2023-24 £'000	Slippage 2022-23 £'000	Full year budget 2023- 24 £'000	Actual 2022-23 £'000	
Resource and Performance	Resource and Performance	Office Fit-out costs	-	167	167	56	
	<b>Resource and Performance Total</b>		<b>-</b>	<b>167</b>	<b>167</b>	<b>56</b>	
	Digital Services and Support	Digital Services and Support	42	-	42	42	
	<b>Digital Services and Support Total</b>		<b>42</b>	<b>-</b>	<b>42</b>	<b>42</b>	
	Energy	GSE Green Home Grant Capital - HUG 1		-	2,799	2,799	6,590
		GSE Green Home Grant Capital - LAD 3		-	7,447	7,447	22,395
		GSE Green Home Grant Capital - LAD 2		-	-	-	15,933
		HUG2		36,378	-	36,378	-
	<b>Energy Total</b>		<b>36,378</b>	<b>10,246</b>	<b>46,624</b>	<b>44,917</b>	
	<b>Resource and Performance Total</b>			<b>36,420</b>	<b>10,413</b>	<b>46,833</b>	<b>45,015</b>
Economy and Growth	Business	Advanced Manufacturing	-	-	-	487	
		Barn4 specialist growing facilities	-	-	-	400	
		Business Rebound & Growth Service - Capital Grant and Equity Fund	1,750	-	1,750	-	
		Cambridge Biomedical MO Building	-	-	-	185	
		Cambridge City Centre	-	-	-	695	
		College of West Anglia - Net Zero	850	274	1,124	-	
		Expansion of Growth Co Inward Investment	-	400	400	400	
		Fenland High-tech Futures	-	-	-	400	
		Growth Works Additional Equity Fund (cap)	2,850	4,766	7,616	1,494	
		IEG Student Space	30	-393	-363	397	
		Illumina Accelerator	-	800	800	900	
		Market Town Master Plan Implementation	1,959	-	1,959	-	
		Market Towns and Villages	1,250	-	1,250	-	
		Market Towns: Chatteris	-	138	138	458	

		Market Towns: Ely	-	283	283	452
		Market Towns: Huntingdon	-	-	-	391
		Market Towns: March	-	1,450	1,450	617
		Market Towns: Ramsey	-	672	672	190
		Market Towns: Soham	-	474	474	420
		Market Towns: St Ives	-	-	-	433
		Market Towns: St Neots	-	1,141	1,141	-
		Market Towns: Whittlesey	-	-70	-70	462
		Market Towns: Wisbech	-	34	34	713
		Ramsey Food Hub	-	302	302	-
		Rural England Fund	804	-	804	-
		St Neots Masterplan Capital	-	-	-	285
		Start Codon (Equity)	-	885	885	500
		UK SPF Core (cap)	716	-	716	-
	<b>Business Total</b>		<b>10,209</b>	<b>11,156</b>	<b>21,365</b>	<b>10,278</b>
	<b>Skills</b>	FE Cold Spots (cap)	2,400	-	2,400	-
	<b>Skills Total</b>		<b>2,400</b>	<b>-</b>	<b>2,400</b>	<b>-</b>
<b>Economy and Growth Total</b>			<b>12,609</b>	<b>11,156</b>	<b>23,765</b>	<b>10,278</b>
<b>Place and connectivity</b>	<b>Climate</b>	Care Home Retrofit Programme	1,500	500	2,000	-
		City of Cambridge Culture - Capital	153	-	153	-
		Greater Cambridge Chalk Stream Project - Capital	100	-	100	-
		Huntingdonshire Biodiversity for all - Capital	400	400	800	75
		Logan's Meadow Local Nature Reserve wetland extension	30	250	280	50
		Meanwhile at Core Site, North East Cambridge	1,000	-	1,000	-
		Nature and Environment Investment Fund	250	-	250	-
		Net Zero Villages Programme	250	750	1,000	-
		Waterbeach Depot Solar PV Smart-grid Project for electric Refuse Collection Vehicles	700	-	700	-
	<b>Climate Total</b>		<b>4,383</b>	<b>1,900</b>	<b>6,283</b>	<b>125</b>

<b>Digital Connectivity</b>	Digital Connectivity Infrastructure Programme	1,500	219	1,719	1,440
<b>Digital Connectivity Total</b>		<b>1,500</b>	<b>219</b>	<b>1,719</b>	<b>1,440</b>
<b>Housing</b>	Affordable Housing Grant Programme	11,359	6,876	18,235	5,805
	Housing Investment (revolving) Fund	-6,731	-	-6,731	-
	Housing Investment Fund - contracted payments	-	271	271	5,361
<b>Housing Total</b>		<b>4,628</b>	<b>7,147</b>	<b>11,775</b>	<b>11,166</b>
<b>Transport</b>	A10 Dualling	-	3,576	3,576	798
	A1260 Nene Parkway Junction 15	900	728	1,628	6,573
	A1260 Nene Parkway Junction 32-3	5,850	200	6,050	440
	A141 & St Ives	5,715	1,286	7,001	762
	A16 Norwood Dualling	1,200	1,221	2,421	227
	A505 Corridor	-	135	135	21
	A603 Barton Road	400	-	400	-
	Active Travel Funding (cap)	1,500	-	1,500	-
	Addenbrookes Roundabout	200	-	200	-
	Brook Crossing - Sutton	225	-	225	-
	CAM Delivery to OBC	-	-	-	150
	Carlyle Road Crossing	225	-	225	-
	Centre for Green Technology	2,500	-	2,500	-
	County-wide speed reduction	800	-	800	-
	East Park Street Crossings	260	-	260	-
	Ely Area Capacity Enhancements	-	124	124	-
	Fengate Access Studies Phase 1	11,006	-	11,006	-
	Fengate Access Studies Phase 2 (University Access)	448	-	448	-
	Fengate Access Study - Eastern Industries Access - Phase 1	-	32	32	155
	Fengate Access Study - Eastern Industries Access - Phase 2	-	373	373	1,086
	Fletton Quays Footbridge	942	465	1,407	-
	Highways Maintenance and Pothole funding	27,695	-	27,695	27,695
	King's Dyke	-	-	-	1,700
	March Junction Improvements	5,573	-	5,573	2,114



	Northstow P&R Link	500	-	500	-
	Peterborough Green Wheel	500	131	631	170
	Regeneration of Fenland Railway Stations	267	-	267	-
	School Streets	-	10	10	-
	Smaller Road Safety Measures	100	-	100	-
	Snailwell Loop	350	150	500	-
	Soham Station	-	153	153	22
	Thorpe Wood Cycle Way	-	625	625	-
	Transport Modelling	585	619	1,204	575
	Wisbech Access Strategy	-	523	523	1,573
	Wisbech Rail	5,080	310	5,390	11
	ZEBRA	-	6,258	6,258	2,994
	Active Travel 4	3,720	-	3,720	-
	LEVI	5,437	-	5,437	-
	<b>Travel Total</b>	<b>81,978</b>	<b>16,920</b>	<b>98,899</b>	<b>47,066</b>
<b>Place and Connectivity Total</b>		<b>92,489</b>	<b>26,186</b>	<b>118,676</b>	<b>59,797</b>
<b>Capital Expenditure Total</b>		<b>141,518</b>	<b>47,756</b>	<b>189,274</b>	<b>115,089</b>

<b>Agenda Item 8</b>	<b>Appendix</b>
<b>Budget Update Report 2023-24</b>	<b>3</b>

## **Details of Investment Proposals**

### **Local Evaluation Framework (£135k)**

All Combined Authorities are mandated to undergo a five yearly review of effectiveness for DLUHC, this process is known as a Gateway Review. We completed the first stage of our current Gateway Review by producing a Local Evaluation Framework for submission to DLUHC. The next phase of the Gateway Review is a Mid-Term Report, which will need to be produced by the end of January 2024, this will be followed by the Final Report in August 2025. Six project evaluations, plus the wider progress reviews, consultations and surveys are required as part of this process which we are seeking to be delivered externally. Our preferred approach is to commission the work over two phases (the Mid-Term Report and the Final Report) this could either be through two independent commissions or an initial commission with the potential to extend. We estimated costs for the initial commission for the Mid-Term Report to be around £135,000 and this commission needs to be delivered at pace to enable a supplier to start work in September 2023. Further funding will need to be allocated in the 2024-25 MTFP for the delivery of the Final Report. The Combined Authority will also need to provide adequate resource throughout both stages to support the administration, contract management, collation of monitoring data and relationships with project delivery teams.

### **Culture (£100k)**

Culture features in the aims of a number of the Authority's key Strategy documents, including:

- The Mayoral Ambition Statement, with a specific priority to create a strong sense of place and cultural identity for our region through nurturing growth of the creative industries, connecting communities with a place based cultural offer and facilitating partnership working.
- The Combined Authority's 2023-25 Corporate Strategy Strategic Objective 'Enabling Resilient Communities' contains the aim of providing the infrastructure and support to extend cultural opportunities and the deliverable of enabling the creative industries
- The Economic Growth Strategy priority of accelerating local placemaking and renewal is supported by the action to revitalise town and city centres by supporting culture and creativity.
- District Local Plans include aims to support cultural heritage (Fenland), culture and leisure (Peterborough) and cultural facilities (South Cambs).

More widely, culture also features as an opportunity within future Devolution Deals, with a focus on partnerships or frameworks that could support greater funding alignment, joint investment and collaboration between cultural arm's length bodies and Combined Authorities to build on the cultural strengths of an area and maximising benefits that cultural engagement can deliver. To this end, £100k is requested to cover the development of our cultural plans in partnership with key stakeholders.

### **Devolution Trailblazer Support (£250k)**

Greater Manchester Combined Authority and West Midlands Combined Authority were awarded 'trailblazer' devolution status earlier this year. This involved both Mayoral Combined Authorities (MCAs) taking on additional powers devolved from central government in order to benefit their local areas. The Department for Levelling Up, Housing and Communities is now offering other MCAs who were not part of the original trailblazer the opportunity to seek the devolution of further powers to their areas in line with the powers awarded to the two trailblazer authorities. The final process for MCAs to follow if they wish to request additional devolved powers is due to be issued by DLUHC, however it is likely that final submissions will be required by early Autumn. For the Cambridgeshire & Peterborough area to produce well evidenced requests for any additional devolved powers by the Autumn there will need to be considerable work by officers, which will require backfill arrangements, and the use of targeted external consultancy support through the Summer. Approval is therefore requested to use up to £250k of funds to support this work, which, if successful, is likely to have significant benefits for the Cambridgeshire & Peterborough area.



<b>Combined Authority Board</b>		Agenda Item
<b>26 July 2023</b>		<b>9</b>
Title:	Procurement Review	
Report of:	Nick Bell, Executive Director Resources and Performance	
Lead Member:	Councillor Edna Murphy, Lead Member Governance	
Public Report:	Yes	
Key Decision:	No	
Voting Arrangements:	Simple majority of voting Members.	

<b>Recommendations:</b>	
A	Approve the Implementation of the high-level action plan as set out in Appendix 2 – Action Plan
B	Approve the recruitment of the additional posts noted in the high-level action plan (2 procurement and contracts officers and 1 contract manager) and note that the costs of these posts can be covered from existing budgets in 2023-24 but will need to be built into the Medium-Term Financial Plan for 2024-25 onwards.
C	Approve the Procurement Policy attached to this report
D	Approve the Procurement Strategy attached to this report
E	Approve the revised Contract Procedure Rules attached to this report and note the intent to maintain these as an Appendix to the main Constitution.

<b>Strategic Objective(s):</b>	
The proposals within this report fit under the following strategic objective(s):	
	Achieving Best Value and High Performance

<b>1. Purpose</b>	
1.1	The Board is asked to approve the attached high level action plan for procurement, new Procurement Policy, new Procurement Strategy and refreshed Contract Procedure Rules following the recent review of procurement in the Combined Authority by PWC and note that if approval is granted then it will create financial commitments for full year staffing costs of around £140k which will need to be built into the Medium Term Financial Plan for next year (the part year staffing costs this year can be met from underspends on staffing within the Resources & Performance area).
1.2	The Audit & Governance Committee at their meeting on 9 June 2023 considered the PWC review (with PWC in virtual attendance to answer questions) and the proposed high level action plan, of which they were supportive.

	At the following meeting of the Audit & Governance Committee on 7 July 2023 the Committee considered the draft Procurement Policy, Procurement Strategy and Contract Procedure Rules and agreed to recommend their approval to the Board.
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## 2. Proposal

2.1	To implement the recommendations as proposed by PWC in a manner that ensures best value for the authority. Initial priority actions are included in the high-level action plan attached as Appendix 2 to the report. This has included the production of a new Procurement Policy, a new Procurement Strategy and a refreshed set of Contract Procedure Rules (attached as Appendices 3 to 5) for the Combined Authority. A more detailed action plan, incorporating relatively lower priority actions, will be brought back to the Audit & Governance Committee for review and comment at its September meeting. It is not considered likely that this more detailed action plan will require any additional resources not currently included in the approved MTFP.
2.2	The development of a procurement service fully resourced with personnel, policies etc will ensure effective delivery of services and help improve the quality of life of residents.
2.3	The Procurement Policy and Procurement Strategy have both been completed on the basis that the Combined Authority follows a 'Hub and Spoke' Operating Model (Option 2 on page 35 of the PWC review). This operating model has been chosen as best fit for the Authority's current structures and level of procurement maturity. Its continued relevance as the best operating model will be subject to biennial internal reviews.
2.4	Both the Procurement Policy and Procurement Strategy have been developed to meet the findings and recommendations of the PWC review; to align with best practice contained in the National Procurement Strategy (NPS) published by the LGA in 2018 and to reflect the anticipated changes and requirements from the Procurement Bill which is currently passing through Parliament, and which is anticipated to come into force next Spring.
2.5	The refreshed Contract Procedure Rules have been constructed to reflect the best practice contained in the Policy and Strategy documents noted above. The Contract Procedural Guidance which is to be developed following the approval of the Contract Procedure Rules will be attached as an Appendix to the Constitution rather than being part of the Constitution itself. This will enable the Contract Procedural Guidance to be updated rapidly when legislation and regulations change rather than necessitating an update to the Constitution.
2.6	Once the Procurement Policy, Procurement Strategy and Contract Procedure Rules have been approved then guidance for Officers will be finalised, issued, and form a key element of the procurement training which is currently being developed.

## 3. Background

3.1	The CPCA received a best value notice dated 24/01/2023 part of which related to procurement. This followed concerns raised by some Members of the CPCA Board regarding procurement of services. The CPCA therefore commissioned PWC to undertake an external review of the procurement service.
3.2	PWC were asked to comment on the Combined Authority's Procurement strategy, policies, operations and compliance and how this reflected best practice and Best Value and to provide recommendations for improvement to the Combined Authority, considering the likely requirements of the Procurement Bill currently passing through Parliament.
3.3	Alternative options considered: <ol style="list-style-type: none"> <li>1. Do nothing – this would not be in the best interest of the CPCA and would not demonstrate best value to key stakeholders.</li> <li>2. Attempt to deliver the action plan with existing resources – internal resource is not available to undertake this piece of work and the other requirements stemming from the PWC review, which would create a considerable risk that any improvements in this area would be both slow to deliver and not fully effective</li> </ol>

4. Appendices	
4.1	Appendix 1 - CPCA Procurement Review
4.2	Appendix 2 – High level Procurement Action Plan
4.3	Appendix 3 – Procurement Policy
4.4	Appendix 4 – Procurement Strategy
4.5	Appendix 5 – Contract Procedure Rules (new version)
4.6	Appendix 6 – Contract Procedure Rules (existing version)

5. Implications	
Financial Implications	
5.1	The implementation of the high-level action plan will require additional resources, namely 3 new roles and the provision of training for all staff involved in procurement and contract management. Full year staffing costs are anticipated to be in the region of £140K (including on costs), which will need to be built into the MTFP for 2024-25. For 2023-24 it is anticipated that there will be a part year impact of staffing costs of approximately £70k given the time to recruit to the new posts and this cost will be met from underspends within the Resources & Performance Directorate in year.
5.2	The implementation of the action plan, together with the new Procurement Policy, Procurement Strategy and Contract Procedure Rules, should lead to the Authority being able to deliver and evidence improved Value for Money, Social Value and Best Value through its procurement activities which will lead to a more effective use of resources.
Legal Implications	
5.3	This report needs to be seen in the context of the legal and constitutional nature of the CPCA itself. Under Section 3 of the Local Government Act 1999 (as amended by s137 of the Local Government & Public Involvement in Health Act 2007), the CPCA is under a general duty to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.
Public Health Implications	
5.4	There are no direct public health implications
Environmental & Climate Change Implications	
5.5	There are no direct climate change implications.
Other Significant Implications	
5.6	There are no other significant implications.
Background Papers	
5.7	None

# Cambridgeshire & Peterborough Combined Authority

## Procurement Review

May 2023



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# 1

## **Executive Summary**



# Executive Summary

## Overview

This review has been commissioned by the Authority to review its procurement capability over 5 areas: **Governance, Operating Model, Capability and Capacity, Culture of Compliance** and **Contract Execution**.

The review focuses on 3 key areas in order to assess current capability and identify improvements:

- 1) **A procurement maturity assessment**, a self-assessment against 18 questions;
- 2) **Procurement spend analysis** through a review of spend and contracts; and
- 3) **Procurement processes** review through interviews with officers and review of documentation.

An analysis of publicly available procurement information from other Combined Authorities was conducted in order to highlight areas of good practice that could be considered by the Authority. Alongside a review of the forthcoming **Procurement Bill** to ensure the Authority is aware of the proposed provisions and what changes it needs to implement in order to be compliant with these provisions.

## Highlights

Officers were very engaged in the process and were open and honest during their interviews. Many officers have good procurement and contract management experience and understand the need for effective controls and governance around grants and contracts.

All officers highlighted the high level of support, guidance, expertise, impact and value provided by the Authority's Procurement & Contracts Manager.

# Executive Summary

## Challenges

All officers stated that the corporate procurement function is under-resourced with limited capacity to make the improvements or provide the strategic direction that is expected from the Authority.

For many officers, the lack of centralised and standardised guidance, templates and process flows covering the full end-to-end procurement process was their biggest challenge as they felt this increased risk both to themselves and the Authority in the event that something went wrong. They indicated there was a lack of clarity around roles and responsibilities of procurement and legal colleagues, and that differing advice had been given which had led to confusion around process.

Whilst the review was focused on procurement, many of the challenges raised by officers, particularly around governance, operating model, capability and capacity, were reflective of similar concerns about the Authority in general.

## Recommendations

**There are 4 key areas of recommendation**, with supporting activities, which will drive improvements across the 5 areas.

## Executive Summary: Key Findings

### Operating model is under-resourced and not fit for purpose:

- The corporate Procurement & Contracts Manager is highly regarded by officers for their impact and value.
- However, the corporate procurement function is under-resourced. Benchmarking by the Chartered Institute of Procurement & Supply (CIPS) indicates that for every £15m procurement spend there should be 1 FTE professionally managing that spend. The Authority currently has budget for a central team of 2-3 FTEs, along with a number of officers undertaking procurement activity as part of their wider role in service areas. Based on CIPS, your spend indicates needing circa 8 FTEs with procurement capability across the corporate function and service areas (this number is a guide and may flex dependent on the Operating Model you determine).
- There is a highly dispersed operating model with a high number of officers (22) involved who are not procurement experts.
- Roles & responsibilities for procurement, legal & officers is unclear leading to uncertainty about who is required to lead certain parts of the process including contract execution stage.
- There is limited technology in place to support end-to-end procurement process or provide robust data to support decision making.

### Procurement is focused on tactical rather than strategic activities:

- Self-assessment against 18 questions for the Maturity Assessment shows the Authority scoring **1.82** (tactical) out of 5 (advanced).
- There is limited capacity in the corporate procurement function to build procurement capability or provide leadership and direction on complex, high value procurements.

### Data is incomplete in key areas hampering effective decision making:

- Data missing in spend and contract profiles makes it difficult to map relationships and identify opportunities for savings.
- Data missing in relation to key supplier information such as address / postcode makes it difficult to identify use of local suppliers and SMEs.

## Executive Summary: Key Findings

### Lack of effective governance:

- Processes and procedures are inconsistent and complex to follow with no central repository to find guidance and templates.
- Lack of visibility on procurement plans across the Authority makes it difficult to assess the level of corporate procurement support required.

### Lack of centralised guidance for officers:

- There is very little evidence that officers are not following correct processes & procedures or not reaching out to the corporate procurement function for advice and support when required.
- However, there is a lack of standard contract & supplier management guidance, KPIs and SLAs and Terms & Conditions which is leading to duplication across service areas.

### No formal coaching or development of procurement capability:

- No procurement or contract management training available (induction or refresher) for those officers involved in the procurement process.

### Uncertainty around contract execution processes:

- There is evidence of grants and contracts (across all service areas) commencing without documentation being finalised, but in all cases this was due to circumstances out of the control of officers.
- Reasons include: review of Ts & Cs; Grant Funding Agreements being amended; late allocation of grants from UKG; and time taken to get Board approval.

# Recommendations

## 1. Redesign your Procurement Operating Model (*supporting Governance, Op Model, Capability & Capacity and Compliance*):

- **Develop a whole Authority, end-to-end procurement Operating Model** which shifts activity toward strategic procurement, underpinned by professional procurement capability and capacity and supported by procurement technology to automate the full procurement process and provide robust management information to support effective decision making.
- **Define and clarify roles and responsibilities** for procurement, legal and service area colleagues during the procurement process, contract execution phase and ongoing contract & supplier management activities to reduce confusion, increase impact and value and meet timescales.
- **Implement a scheme of “Delegated Procurement Authority”** across service areas to allow officers to approve grants and contracts (depending on value and risk) to reduce timescales for Board approval and enable teams to meet procurement requirements as a result of additional and/or unexpected grant funding from UKG departments.
- **Improve procurement scrutiny** through visibility of Business Cases and complex projects/programmes in order to provide assurance that commercial risks and issues are captured and mitigated, that optimal routes to market are considered and agreed and that effective contract management processes are implemented.
- **Implement a corporate project management tool** to capture the existing and future pipeline of procurement activity across the Authority in order to assess workload, ensure that support is available to service areas at the right time and identify opportunities to reduce duplication and increase collaboration across the Authority and its constituent councils.

## 2. Refresh your Contracts Register (*supporting Governance and Capability & Capacity*):

- **Review and regularly update your Contracts Register** to capture all existing contract opportunities and contract awards to increase visibility and oversight of all live tenders, active contracts, total value of contracts placed, expiry dates, potential extension periods and all suppliers delivering contracts. This will support planning, governance and assurance of procurement activity, provide full transparency of all contracts awarded by the Authority and improve reporting capability on number of local suppliers and SMEs involved in the delivery of contracts (**aligned to Procurement Bill: “Visibility & Transparency Notices” and “Fair Treatment of Suppliers”**).

# Recommendation

## 3. Revise your Procurement Strategy, Policy & Procedures (supporting Governance, Capability & Capacity, Compliance and Contract Execution)

- **Develop an Authority wide Procurement Strategy** that includes the vision, values, and principles which underpin procurement, and develop a policy on agreed approach to prioritisation, risk, commodity categorisation and roles and responsibilities (**aligned to Procurement Bill: all provisions**).
- **Establish a 'Procurement Hub' (similar to HR Hub)** where all procurement related documentation, templates, Terms & Conditions etc for the full procurement process (from identification of need through to contract and supplier management) are centrally held (**aligned to Procurement Bill: all provisions**).
- **Revise your Procurement Policy** to make it more user friendly with supporting process flows, step-by-step procedural checklists and decision trees to enable officers to fully understand what they need to do during the procurement process and when they need to seek professional procurement advice and guidance (**aligned to Procurement Bill: all provisions**).
- **Standardise and rationalise contract management processes and procedures** including refining KPIs, SLAs and reporting templates to ensure consistency of practice and provide assurance that contract deliverables are being achieved and supplier performance is being monitored (**aligned to Procurement Bill: "Contract Management"**).
- **Enhance focus on Social Value** by ensuring that all contracts (current and new) identify, capture, monitor and report on Social Value outcomes to demonstrate the impact procurement activities have on your local area (**aligned to Procurement Bill: "Value for Money & Delivery of Strategic National Priorities"**).
- **Develop standard Grant Funding Agreements (GFA)** for different types of grant activity that require little or no change by any party to reduce delays to grants commencing.
- **Develop set of Terms & Conditions for different types of contract activity** (low value, low risk to high value, high risk) that can be selected at tender stage with little or no change required during the process to reduce delays to contracts commencing.

## 4. Implement procurement & contract management training (supporting Governance, Op Model, Capability & Capacity and Compliance)

- **Implement procurement and contract management training** for all officers (and potentially Elected Members) involved in procurement activities, including induction and refresher training at suitable intervals, to increase understanding and capability of officers, reduce risk to officers and the Authority and increase assurance of effective management of contracts and suppliers (**aligned to Procurement Bill: all provisions**).

# 2

## Introduction

# Background & Purpose

## Background and context

In January 2023 the Department for Levelling Up, Homes and Communities (DLUHC) wrote to the interim Chief Executive of the Cambridgeshire and Peterborough Combined Authority (CPCA) to inform him that the Parliamentary Under Secretary of State had decided to issue the CPCA with a Best Value Notice.

Amongst issues cited by DLUHC in the letter as causing the issuance of the Best Value Notice was *“concerns raised within the Authority in respect of procurement of services to the Authority”*.

As part of its response to the Best Value Notice, the Authority commissioned a review of its current procurement activities to ensure that they reflected good practice and demonstrated Best Value for the Authority.

## Purpose of this document

This document set out the **key findings** from the Procurement Review and presents 4 key areas of **recommendation for improvement** to enable the Authority to harness effective change in its procurement capability based on good practices.





## Review Scope

The work was commissioned to review the following **5 areas** to identify good practice, issues and concerns, along with recommendations to strengthen and improve the Authority's approach to procurement so that it is able to demonstrate best value. In addition, the forthcoming **Procurement Bill** will bring changes to how procurement is conducted and this review highlights the proposed provisions and the changes the Authority will need to implement to ensure that it is compliant when the Bill comes into force (expected mid 2024).



### Governance of Procurement

Governance of Procurement through the Constitution and financial regulations and whether this reflects current guidance, regulations and good practice.



### Operating Model

Whether the current operating model for procurement in the Authority reflects good practice and achieves best value.



### Capability & Capacity

Whether the Authority has the right capabilities, including adequacy of resourcing both within the corporate centre and service areas and adequacy of training and understanding of those involved.

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### Culture of Compliance

How effective the culture of compliance is with the Authority's procurement regulations, and when instances of non-compliance occur, how effectively these are addressed and reported to the relevant Officer and Member governance structures.



### Contract Execution

Whether there is an impact caused by projects/contracts commencing before the execution of the documents.

## Areas covered in this review



In order to support a rapid diagnostic review of the Authority's procurement capability, work focused on the following 3 main areas over a 5 week period:



### Procurement Maturity Assessment

To assess the **maturity and capability\*** of current procurement capability across the procurement cycle.



### Procurement Spend Insights

To **profile spend** through analysis of spend with 3rd parties to identify potential savings, highlight any key gaps in coverage and assess any risks to contract compliance.



### Procurement Process Review

To assess the key processes in place to manage the **end-to-end procurement process** including strategy development, sourcing, contract management, supplier management, benefits realisation and purchase-to-pay capability.

# 3

## **Approach Taken & Methodologies Used**

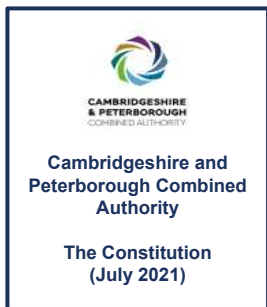
# Procurement Process Review: Approach Taken

## Review of Documentation

An in-depth review of the following documents was undertaken:

- Procurement and Contract Procedure Rules contained within the Authority's Constitution
- Procurement Policy
- Various procurement templates

Publically available procurement advice and guidance from other Combined Authorities was also reviewed.



## Interviews

- Invites were issued to 23 officers across the Authority (Business, Skills, Transport, Corporate Services, PMO and Net Zero Hub).
- 22 officers took part in 1-1 interviews (96% engagement rate).
- Elected Members from the Authority's Board, Chairs of the Committee's, and the Audit and Governance Committee were invited to attend a meeting to discuss their concerns.
- Engaged directly with 3 Elected Members, including the Mayor.

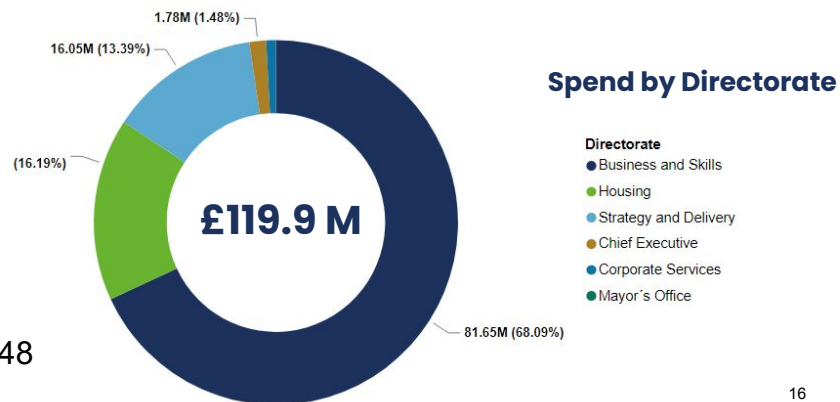
# Methodologies Used

## Procurement Maturity Assessment

- In addition to the interviews, all staff who had been interviewed were asked to complete an online survey to assess the maturity of the procurement capability.
- 18 questions were asked covering strategy; people & skills; process; governance; and technology.
- From the 22 surveys issued, only 6 completed surveys were returned (26% engagement rate.)
- Many newly employed officers felt unable to answer the survey as their experience of procurement within the Authority was limited.

## Procurement Insights

- Accounts Payable (AP) data from April 2022 to March 2023 was analysed.
- Data was cleansed, prepared, categorised and visualised to enable enhanced analysis.
- AP data was compared against data in the Contract Register to explore whether a supplier relationship could be defined between the two datasets and identify how much spend was covered by contract.
- The completed analysis was assessed to identify potential opportunities for savings



## Good Practice in Other Combined Authorities

In order to assess good practice, a review of publicly available procurement information by other Combined Authorities was undertaken with the following highlighted as options to be considered further:



### Leveraging Technology:

GMCA operates a 'Flexible Procurement System' (similar to Dynamic Purchasing System) for education, work and skills to make it easier and quicker for commissioning, minimise timescales, reduce administration costs, and create opportunities for a wider range of suppliers to bid.



### Delegated Authority:

TVCA states in its Constitution that all senior officers can approve regulated contracts for goods, services & supplies up to £100k and for works up to £250k with all Heads of Services able to approve regulated contracts for goods, services and supplies up to £1m and for works up to £1m.



### Procurement Information:

WYCA procurement page provides details on the categories of goods and services purchased; its live business opportunities; the procurement procedures used; its Procurement Strategy; an overview of tender assessment process; a number of FAQs; its Social Value Guide; its Terms & Conditions; and a glossary of public procurement terms.

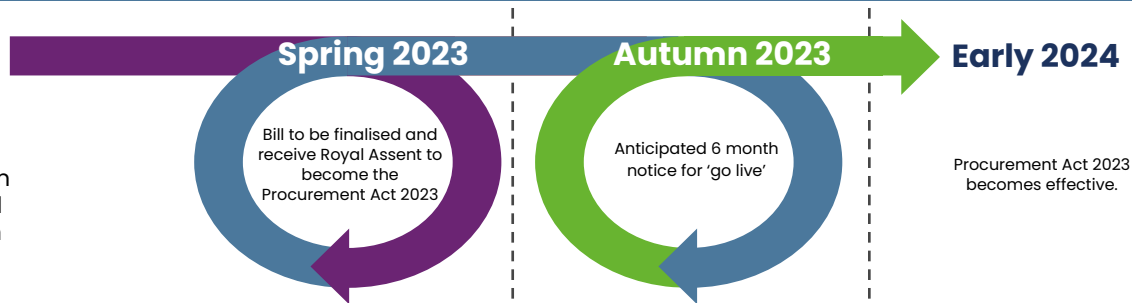
# Procurement Bill Considerations

The new Procurement Bill is due to come into effect in early 2024. It proposes major reform to the public procurement regime in the UK.

CPCA Legal colleagues are aware of the Bill and the proposed changes, and are considering its scope and impact. Training will be required to all officers who engage in procurement. The corporate procurement function will need to be adequately resourced to manage the communication of changes and the delivery of training.

Key changes are as follows:

*Highlighted in green are actions for the Authority*



## Visibility & Transparency Notices

Procurement information made publicly available to support effective competition and to ensure public insight into how money is spent. Contracts over £2m published within 90 days of commencement. Notices required for changes made during contract term. Future procurement activity will need to be made public.

**Robust and up-to-date publicly available Contracts Register required and Procurement Page detailing opportunities and spend.**

## Greater Supplier Due Diligence

A more robust process required. Identification and management of conflicts of interest.

**Clear due diligence processes in place for tenders; evidence of information and data being collected and assessed prior to contract award; and management of any conflict of interest ie. declaration forms for evaluation panel.**

## Fair treatment of suppliers

Aims to create a **Level Playing Field** by opening public procurement to new entrants and SMEs and encourages Authorities to have regard to barriers facing SMEs.

**Publicly available pipeline of opportunities required; robust market engagement; SME strategy; full transparency of contract opportunities and contract awards; and consider ways to support SMEs to overcome barriers.**

## Simplified, flexible approaches

Introduces a small number of simpler rules applicable to lower value contracts. Consolidates rules across the PCR15, Utilities Contracts Regulations 2016, Concession' Regs. and the Defence and Securities Public' Regs 2011. It proposes 3 streamlined procedures: Open, Competitive Flexible, Limited Tender.

**Incorporate simplified rules within Procurement Policy & Constitution.**

# Procurement Bill Considerations

“ *The Bill will reform the UK’s public procurement regime, making it quicker, simpler, more transparent and better able to meet the UK’s needs while remaining compliant with our international obligations\** ”

Key changes are as follows:

*Highlighted in green are actions for the Authority*

## Supplier exclusion

Suppliers can be excluded for **underperformance** on previous contracts, or where there is evidence of **modern slavery**.

**Robust Contract & Supplier Management processes to be developed; and KPIs and SLAs to be implemented and effectively monitored and reported.**

## Contract Management

The Bill sets out steps required to manage a contract, and strengthening of the rules to ensure suppliers are paid on time. New requirement for publication of KPIs and supplier performance against them (reported minimum once annually).

**Development of standard KPIs and SLAs; effective monitoring and reporting mechanisms embedded; and reporting processes developed.**

## Procurement Review Unit

The **PRU** has the power to issue directions to authorities in the case of **systemic breaches**.

**Adoption of provisions and key recommendations of the review to avoid external intervention; and capture data on current/pipeline contracts to ensure visibility and transparency.**

## Value for Money & Delivery of Strategic National Priorities

Most Economically Advantageous Tender (**MEAT**) becoming Most Advantageous Tender (**MAT**) by considering the non-monetary benefits of a bid ie. social value, environmental benefits.

**Regard to delivering value for money, maximising public benefit, providing transparency and acting with integrity; development of selection criteria with project specific weightings for quality/price/social value; central government emphasise the importance of good management, and control of procurement activity and inclusion of national priorities within Procurement Strategy.**



# 4

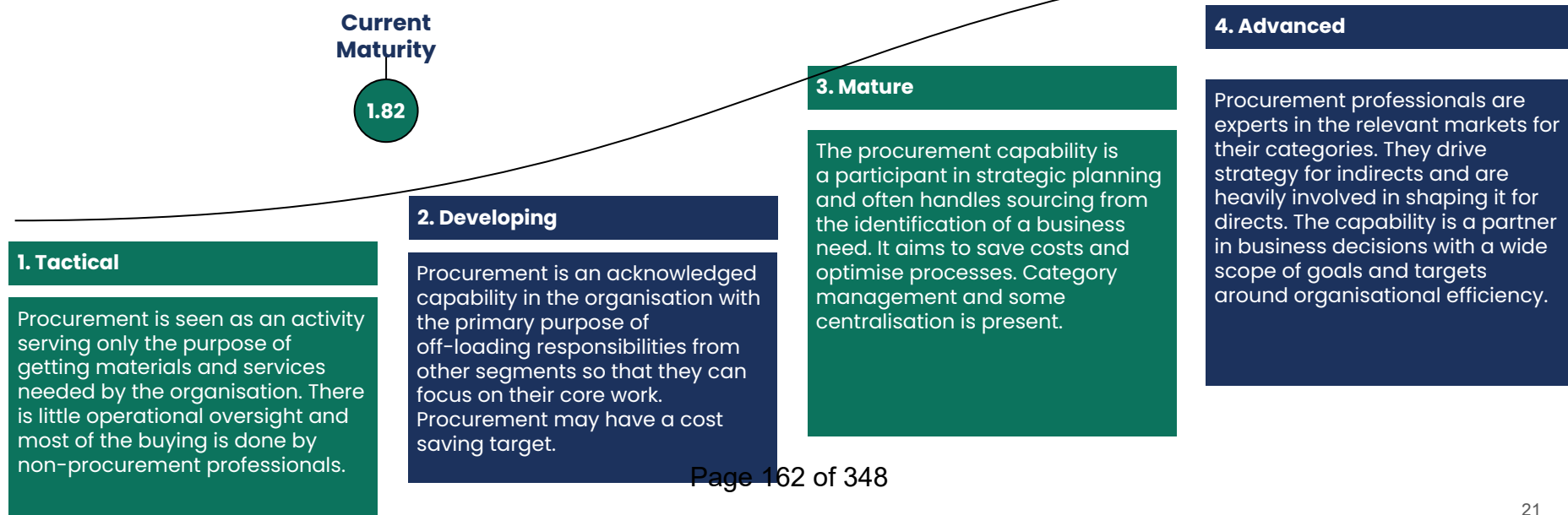
## Procurement Maturity Assessment

# Results from the Procurement Maturity Assessment

Officers were asked to rate the central procurement function against 18 questions from 1 (tactical) to 5 (advanced).

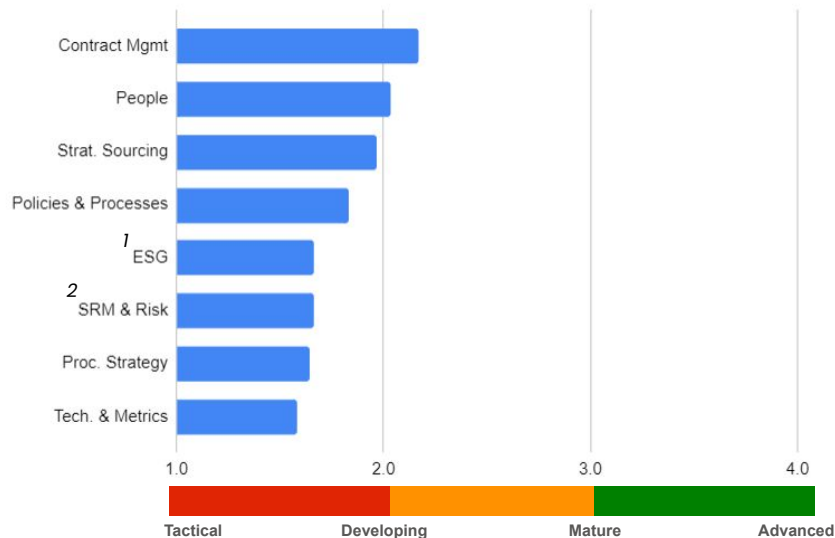
Overall, the Authority is demonstrating a **low level of maturity (1.82)** which the Review team concur with. Much of the procurement activity is focused on tactical procurement rather than strategic procurement which in large part is a consequence of the central procurement function being under-resourced, with limited capacity to build the procurement capability of the Authority or provide leadership and direction on complex, high value procurements.

*For a full list of the questions and answers available, please refer to Appendices (slides 39-42).*



# Procurement Maturity (Self-Assessed)

The central procurement function is operating at a tactical level, providing advice & guidance as and when required rather than setting strategy and direction



- There is not a consistent view amongst officers of the strength of procurement capability.
- 'Contract Management' and 'People' received the highest rating but that is due to some teams implementing contract management processes and some officers with experience of procurement
- 'Procurement Strategy' and 'Tech & Metrics' received the lowest rating as there is no strategy in place and limited technical capability to support the procurement process or capture data.
- Only 6 officers returned a response. Other officers highlighted difficulty in completing the survey as they had only been working at the Authority for a short period of time.

n.b. <sup>1</sup> Environmental, Sustainability and Governance; <sup>2</sup> Supplier Relationship Management

Further analysis can be found in the Appendices (slide 43).

# 5

## Procurement Spend Insights

# Overview

FY2022/2023 was established as the baseline for the analysis in order to provide the most up-to-date profile of spend with the following metrics assessed: total spend, total number of suppliers, contract register value and spend per Directorate.

## Spend

Addressable third party spend is c.£119.9m

This excludes grant payments for the 7 constituent councils during the Financial Year.

The top 3 spend directorates are Business & Skills, Housing and Transport Strategy & Delivery

There may be an opportunity to embed strategic procurement support to provide increased scrutiny, governance and assurance to complex and high risk contracts.

## Suppliers

415 unique suppliers used

There are over 6,200 transactions to 415 different suppliers with an average spend per supplier of £288.9k.

The majority of spend is incurred with only a few of these suppliers

80% of third party spend is incurred with just 8% (33) suppliers due to limited supply market for certain categories of spend. There is a long tail of low value suppliers which could result in increased administration costs, duplication of suppliers and lack of visibility on potential contracting opportunities.

## Contract Register

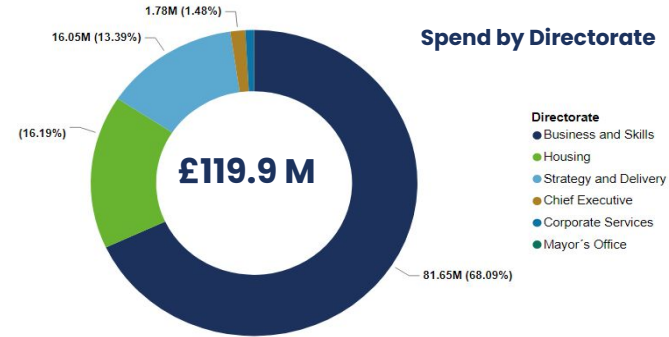
Total awarded value is £171m

Not all contracts placed by the Authority appear on the Register.

Contract coverage across suppliers is difficult to track

There is no linkage between the Contracts Register dataset and the accounts payable dataset, making it difficult to perform a full analysis of spend & contract data, limiting the ability to identify opportunities to rationalise contracts, reduce costs and make savings as well as map local suppliers and SMEs.

## Spend by Directorate



- Business & Skills has the largest spend (68.09%) whilst Housing and Transport Strategy & Delivery Directorates are responsible for nearly 30% of spend.
- The Business & Skills and Transport Strategy & Delivery Directorates account for 68% of the supplier base (310 suppliers).

Further analysis for all 3 Directorates is provided in [Appendices](#) (slides 49-51)

# Contracts Register

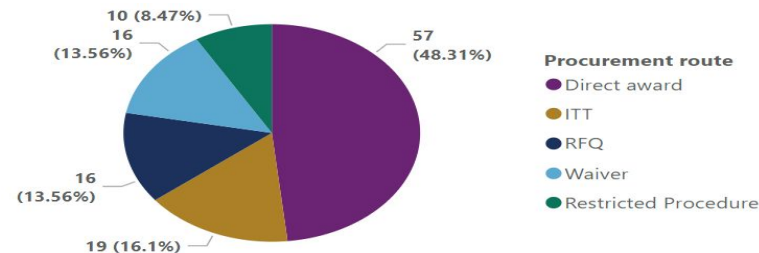
The Contracts Register was exported directly from the eTendering platform used by the Authority. It contained incomplete data (e.g. supplier name, address and value) so only a high level analysis was performed resulting in the following overview:

## Recorded location of suppliers awarded contracts



**£171.71m**  
Total value of contracts placed 2019- 2028

## Procurement Process Used



- Nearly 50% of contracts awarded have been through Direct Award. In the interest of transparency and creating a fair level playing field, Direct Awards should be used sparingly, and the forthcoming Procurement Bill will be introducing new measures when dealing with such cases. Interviewees highlighted lack of time and resource as contributing factors.
- Records show that the location of suppliers are geographically diverse, however higher spend (deeper purple on the map) are generally centered near to the Authority's region of operations.
- Not all contracts placed by the Authority are contained within the Contract Register, particularly those that have not been managed through the eTendering platform. There is an incomplete picture of contract activity and contract value.
- Not all supplier records in the Contract Register record supplier size or address, making it difficult to assess locality of suppliers or the number of SMEs providing services to demonstrate local economic impact for the Authority.

# 6

## **Procurement Process Review**

# Governance of Procurement

## Highlights

- Officers aware of Procurement Policy and Procurement & Contract Procedure Rules in the Constitution.
- Some service areas track and monitor their own procurement activities but this is not consistent or standard across the Authority.

## Challenges

- **Procurement Policy & Contract Procedure Rules:** officers indicated that both were not user friendly and complex to follow.
- **Guidance:** no central 'Procurement Hub' where officers can go to find simple, easy to follow process flows and standard documentation and templates covering the full end-to-end procurement process from identification of need through to contract exit.
- **Approval delegation:** officers highlighted they had no delegated authority, leading to disproportionate effort to provide papers to the Board for all types of procurement from low value, low risk to complex, high risk.
- **Procurement Assurance:** no procurement scrutiny of business cases and complex projects/programmes which have a commercial element which could leave the Authority at risk and exposed from an assurance perspective.
- **Contracts Register:** is incomplete leading to lack of awareness of active contracts and their expiry dates. Where the eTendering portal is being used the Register is updated but many contracts are awarded outwith the system.
- **Reporting:** limited reporting on the benefits, savings and outcomes delivered from contracts so the Authority is unable to demonstrate the impact of its procurement activities at a local level.
- **Planning:** no corporate project management tool to capture the existing or future pipeline of procurement activity so difficult to assess workload, ensure that support is available to service areas at the right time and identify opportunities to reduce duplication or increase collaboration across the Authority and its constituent council's.



# Operating Model

## Highlights

- The corporate Procurement & Contracts Manager provides central guidance and support to service areas working closely with legal colleagues on the development of tender & contract documentation.

## Challenges

- **Control:** highly dispersed operating model across the Authority with 22 officers involved in all or part of the procurement process.
- **Procurement Expertise:** officers are experts in their service area, not procurement so there is a risk of exposure to them and the Authority if they are not following due process or correct procedures. Some officers indicated a preference for a dedicated procurement officer or business partner with expertise in their service area.
- **Duplication:** service areas are creating or duplicating processes and procedures due to lack of central, standard guidance and documentation (for example, contract management; contract pipelines; and templates).
- **Roles & Responsibilities:** there is some uncertainty around the role and responsibilities of procurement and legal colleagues in the procurement process with some officers highlighting different advice being given, causing confusion.
- **Process:** service areas have different procurement requirements (some areas place low value, low risk contracts whilst others place complex, high value, high risk contracts) with officers highlighting difficulties in understanding at what point they need to bring in procurement and legal colleagues to add most value.
- **Technology:** limited procurement technology in place to support procurement activities which means minimal data available on live procurement exercises, contract and supplier performance, benefits & savings, contract extensions and contract expiry dates.

# Capability & Capacity

## Highlights

- **Engagement:** officers highlighted very positive engagement with the corporate procurement function. The Procurement & Contracts Manager is well respected for their knowledge and skills, delivering high impact and trusted by their colleagues.
- **Experience:** many officers have well developed procurement knowledge & skills with many having good experience of managing procurement exercises, contracts and suppliers either in their current role or in previous roles at other organisations.
- **Assurance:** officers are providing oversight and challenge to procurement exercises led by other constituent councils under Grant Funding Agreements.
- **Procurement Bill:** Legal colleagues already discussing scope and impact of forthcoming Procurement Bill.

## Challenges

- **Resource Constraints:** corporate procurement function is under-resourced. CIPS benchmark indicates that for every £15m procurement spend there should be 1 FTE. Based on CIPS, your spend indicates needing circa 8 FTEs with procurement capability across the corporate function and service areas (this number is a guide and may flex dependent on the Operating Model you determine).
- **Capacity:** all officers acknowledged that the central procurement team is “severely” under-resourced. They raised concerns regarding resilience and well-being for the Procurement & Contracts Manager as well as the risk to officers and the Authority of non-compliance due to lack of capacity and professional procurement support.
- **Training:** no procurement or contract management training offered to officers (new and existing) so requirement to seek regular support from Procurement & Contracts Manager.
- **Capability:** due to lack of professional procurement capacity, there have been limited improvements and enhancements to documentation, processes, reporting & benefits realisation. Strategic procurement outcomes such as innovation and delivery of Social Value through contracts have been a back burner.

# Culture of Compliance

## Highlights

- There is little evidence of officers and teams not following the correct procurement process. If they are unsure they contact the Procurement & Contracts Manager for guidance.
- Officers understand the importance of effective contract governance and controls. Many recognise the need for KPIs and SLAs and some highlighted they held contract meetings with their suppliers to discuss progress, performance, risks and issues.
- Officers are aware of need to use the eTendering Portal to advertise contract opportunities to ensure visibility and transparency.

## Challenges

- **Direct Awards:** there is some evidence of contracts expiring without continuity arrangement in place. This has necessitated the need to place 'Direct Awards' with incumbent suppliers to ensure stability of service delivery whilst a re-tender exercise takes place.
- **Contract & Supplier Management:** there are no standardised processes or procedures in place to track supplier performance or manage contracts. As such, there is a risk that performance issues are not being addressed or that contract obligations are not being monitored.
- **KPIs and SLAs:** there are no standard metrics in place so officers have to either create new ones or adapt existing ones to meet the requirements of each contract.
- **Terms & Conditions:** there are no standard Terms & Conditions in place with legal colleagues having to review and amend each tender and contract that they are involved in (some low value tenders are being issued without legal input).
- **Due Diligence:** evidence that some contracts are commencing without the necessary due diligence checks carried out prior to award (e.g. insurance requirements).
- **Supplier Poor Performance:** evidence of a supplier awarded a contract even though performance issues during the delivery of a previous contract had been highlighted (there was uncertainty around ability to deselect the supplier from the tender exercise).

# Contract Execution

## Highlights

- Some service areas have embedded additional controls to ensure that work commences once grants and contracts have been signed.

## Challenges

- There is some evidence of grants and contracts (across all service areas) commencing prior to the completion of documentation. This often happens for reasons outwith the control of officers, for example:
  - A review of Terms & Conditions during a live procurement exercise delayed the signature of the contract;
  - A Grant Funding Agreement going through a series of amendments by both legal parties beyond the date of the grant being awarded;
  - Additional funding provided by DLUHC and BEIS but procurement process taking longer than the funding timeframe;
  - 'Surrendered' bus contracts with only 70 days to put in place a replacement service but procurement process taking longer; and
  - Time taken to get Board approval as there are no delegation limits for officers to award contracts up to a certain value.
- In these cases, it was agreed by both parties that grants and contract would commence "at risk" whilst documentation was being finalised. Whilst this allowed services to commence or continue there is a risk to both parties that any issues remain unresolved or escalate.
- **Roles & Responsibilities:** Lack of clarity on who is responsible for drafting, issuing, ensuring execution (signature) and storing contract documentation (procurement, legal or officers).

# 7

## Recommendations for Improvement

# Recommendations

## 1. Redesign your Procurement Operating Model (*supporting Governance, Op Model, Capability & Capacity and Compliance*):

- **Develop a whole Authority, end-to-end procurement Operating Model** which shifts activity toward strategic procurement, underpinned by professional procurement capability and capacity and supported by procurement technology to automate the full procurement process and provide robust management information to support effective decision making.
- **Define and clarify roles and responsibilities** for procurement, legal and service area colleagues during the procurement process, contract execution phase and ongoing contract & supplier management activities to reduce confusion, increase impact and value and meet timescales.
- **Implement a scheme of “Delegated Procurement Authority”** across service areas to allow officers to approve grants and contracts (depending on value and risk) to reduce timescales for Board approval and enable teams to meet procurement requirements as a result of additional and/or unexpected grant funding from UKG departments.
- **Improve procurement scrutiny** through visibility of Business Cases and complex projects/programmes in order to provide assurance that commercial risks and issues are captured and mitigated, that optimal routes to market are considered and agreed and that effective contract management processes are implemented.
- **Implement a corporate project management tool** to capture the existing and future pipeline of procurement activity across the Authority in order to assess workload, ensure that support is available to service areas at the right time and identify opportunities to reduce duplication and increase collaboration across the Authority and its constituent councils.

## 2. Refresh your Contracts Register (*Supporting Governance and Capability & Capacity*):

- **Review and regularly update your Contracts Register** to capture all existing contract opportunities and contract awards to increase visibility and oversight of all live tenders, active contracts, total value of contracts placed, expiry dates, potential extension periods and all suppliers delivering contracts. This will support planning, governance and assurance of procurement activity, provide full transparency of all contracts awarded by the Authority and improve reporting capability on number of local suppliers and SMEs involved in the delivery of contracts (**aligned to Procurement Bill: “Visibility & Transparency Notices” and “Fair Treatment of Suppliers”**).

# Recommendations

## 3. Revise your Procurement Strategy, Policy & Procedures (supporting Governance, Capability & Capacity, Compliance and Contract Execution)

- **Develop an Authority wide Procurement Strategy** that includes the vision, values, and principles which underpin procurement, and develop a policy on agreed approach to prioritisation, risk, commodity categorisation and roles and responsibilities (**aligned to Procurement Bill: all provisions**).
- **Establish a 'Procurement Hub' (similar to HR Hub)** where all procurement related documentation, templates, Terms & Conditions etc for the full procurement process (from identification of need through to contract and supplier management) are centrally held (**aligned to Procurement Bill: all provisions**).
- **Revise your Procurement Policy** to make it more user friendly with supporting process flows, step-by-step procedural checklists and decision trees to enable officers to fully understand what they need to do during the procurement process and when they need to seek professional procurement advice and guidance (**aligned to Procurement Bill: all provisions**).
- **Standardise and rationalise contract management processes and procedures** including refining KPIs, SLAs and reporting templates to ensure consistency of practice and provide assurance that contract deliverables are being achieved and supplier performance is being monitored (**aligned to Procurement Bill: "Contract Management"**).
- **Enhance focus on Social Value** by ensuring that all contracts (current and new) identify, capture, monitor and report on Social Value outcomes to demonstrate the impact procurement activities have on your local area (**aligned to Procurement Bill: "Value for Money & Delivery of Strategic National Priorities"**).
- **Develop standard Grant Funding Agreements (GFA)** for different types of grant activity that require little or no change by any party to reduce delays to grants commencing.
- **Develop set of Terms & Conditions for different types of contract activity** (low value, low risk to high value, high risk) that can be selected at tender stage with little or no change required during the process to reduce delays to contracts commencing.

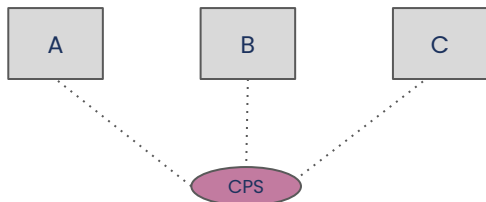
## 4. Implement procurement & contract management training (supporting Governance, Op Model, Capability & Capacity and Compliance)

- **Implement procurement and contract management training** for all officers (and potentially Elected Members) involved in procurement activities, including induction and refresher training at suitable intervals, to increase understanding and capability of officers, reduce risk to officers and the Authority and increase assurance of effective management of contracts and suppliers (**aligned to Procurement Bill: all provisions**).

# Recommendations: Example Operating Models

The current procurement operating model for the Authority is partially devolved but there are other models to consider that may deliver procurement good practice; however, they will require a re-design of the corporate procurement service (CPS) and additional resource.

## 1. Devolved



CPS decentralises most operational activities to directorates with each directorate conducting their own procurement exercises with direction from CPS.

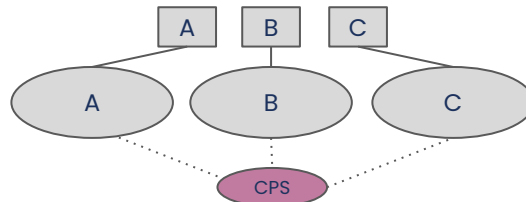
### Strengths

- + Allows Directorates direct control over their sourcing decisions.
- + CPS would be elevated to strategic role.

### Weaknesses

- Level of self serve far greater and therefore risk higher.
- Model does not break down silo ways of working and likely to be different approaches across the Authority.

## 2. Hub and Spoke



CPS aligns procurement officers per directorate to manage all procurement activities and provides strategic oversight, advice and guidance as well as day-to-day line management for the procurement officers.

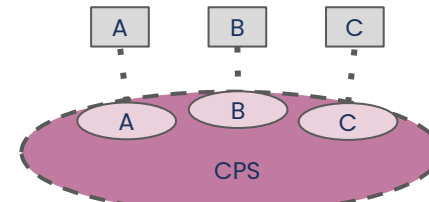
### Strengths

- + Enables the organisation to set up centres of excellence.
- + Directorate 'hubs' are better aligned with services enabling closer working and therefore self servers may be more likely to seek support.

### Weaknesses

- Risk of confusion around roles, responsibilities and accountability of CPS & directorate 'hubs'.
- Requires strong direction from the CPS to ensure consistency of practice across the Hubs.

## 3. Consolidated Matrix



CPS responsible for all strategic and operational procurement activity. Procurement officers are not assigned to specific directorates, and instead are assigned to manage a procurement as and when they are initiated.

### Strengths

- + Better central visibility and control/ ability to influence spend.
- + Upskilling and ability to share good practice, tools and templates.
- + Commercial career paths to help attract / retain talent.

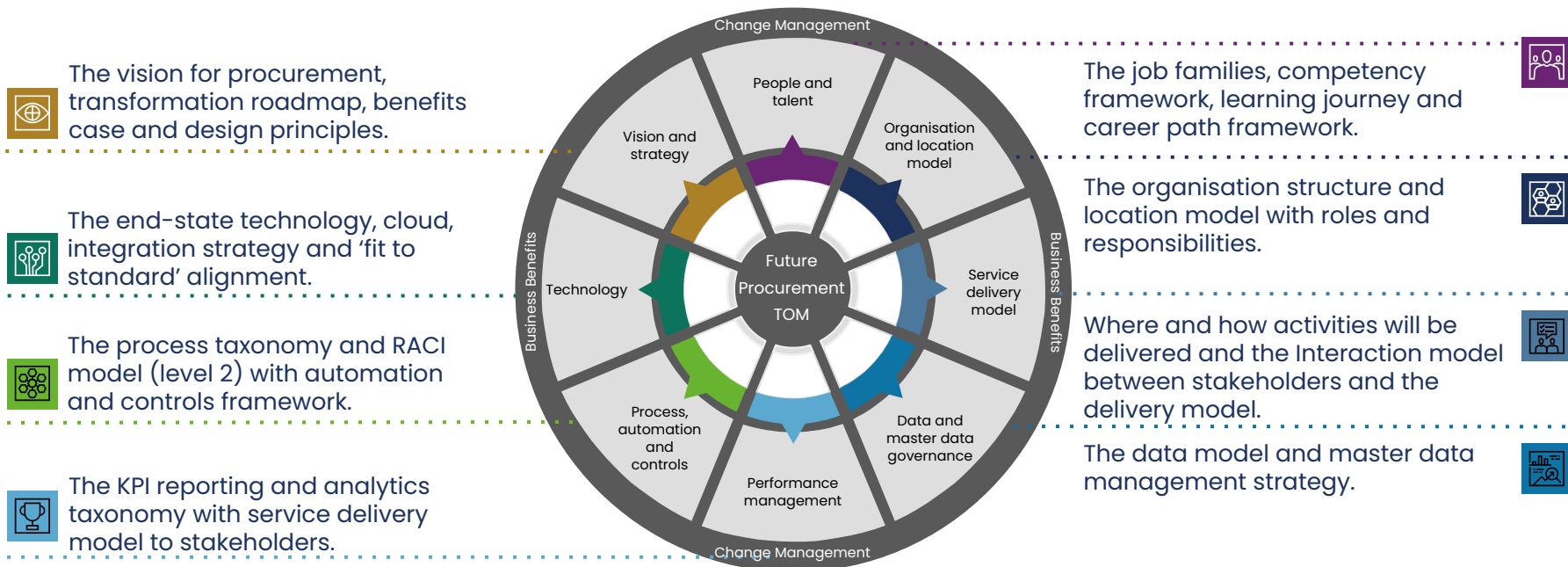
### Weaknesses

- Significant recruitment / upskilling depending on current maturity and capability.
- Largest amount of change increasing likelihood of resistance and perceived loss of control.
- Time to implement.



# Recommendations: High Level Operating Model Design

When designing the operating model for procurement the following design elements need to be included:





# Appendices

# Procurement Maturity Assessment: Survey Structure

1

**How would you describe your current Procurement strategy and its alignment with your organisational strategy?**

There is no documented Procurement Strategy.

2

A Procurement Strategy has been developed but is largely based around cost reduction and makes no reference to supporting the broader Corporate strategy goals. Procurement are seen as a supporting capability to the organisation.

3

An organisation-wide Procurement Strategy has been developed which goes beyond pure cost reduction (e.g. supply chain resilience, sustainability, strategic partnerships etc). There are references to the Corporate strategy but limited evidence that Procurement objectives align with organisational goals.

4

Procurement strategy has been developed with the participation of key business stakeholders, and is fully aligned to the Corporate strategy and key objectives. Procurement is seen as a value-add capability across the organisation.

**Across your third-party spend to what extent are Category Strategies in place and aligned to the requirements of the business?**

Procurement support the organisation sporadically but often have no input on defining requirements and sourcing decisions.

Key spend categories are identified with some initiatives defined, but Procurement is typically led by the needs of the business and unable to influence sourcing decisions.

Strategies are in place for most areas of major direct and indirect spend with a focus on achieving the lowest cost. Category strategies tend to be owned and understood by the Procurement Team with little alignment to the wider-organisation.

Advanced strategies are in place for all categories of spend and all sourcing factors are considered e.g. supplier base consolidation, demand aggregation, ESG. Procurement are seen as specialists and are able to challenge category stakeholders to drive innovation and change across the business

**How proactive is procurement in identifying future business requirements and collaboratively working with stakeholders to develop a long-term sourcing pipeline?**

There is little or no engagement of Procurement across the organisation. Clear documented process for engagement does not exist.

Procurement is engaged on a reactive basis, based on where demand is and upcoming contract renewals.

Stakeholders collaborate with Procurement across key categories to proactively identify upcoming strategic sourcing requirements. However, there is little evidence of a fixed approach to engagement across all third-party spend.

Procurement actively collaborates across all categories to proactively identify upcoming strategic sourcing requirements.

**What visibility do you have over your third-party spend and how is this used by your organisation?**

Invoice and payment data isn't easily available from Finance systems and where it is, lacks the required detail for procurement to perform any meaningful spend analysis.

Spend data is available from finance systems but is difficult to extract or process. There may also be a reliance on suppliers to provide spend data and there is no ability to separate revenue and capital expenditure.

Spend data is available from a data warehouse covering the corporate ERP systems and is easy to extract. There may be reliance on supplier data for granularity. Revenue and capital spend can be analysed with manual data manipulation. Data is manipulated to provide insights and drive decisions.

Spend data can be immediately extracted from a data warehouse providing full coverage and at a granular level for contract suppliers. Revenue and capital spend can be analysed separately. Data is manipulated to provide insights which drive decision at all levels of the business.

**What level of risk management do you have in place across your third-party spend?**

There is no formal process for risk management. No supplier monitoring in place. Contingency plans are not in place even for critical requirements.

Risk management guidelines are in place for Procurement but the approach is not consistent. Procurement are actively involved in qualification of new suppliers but there is limited evidence of proactive or regular risk assessment & monitoring of existing suppliers. Contingency plans to cover supply shortages on critical requirements are available.

A risk management approach has been defined which lays out Procurement responsibilities. Risk monitoring & ongoing assessment in place for critical suppliers only. Contingency plans in case of supply shortage are in place for most critical requirements but not all.

Detailed risk management processes have been rolled out across Procurement, supported by good practice templates, training & tools. Risk monitoring requirements are defined by category & supplier according to exposure. Complete contingency plans exist in case of supply shortage for critical requirements.

# Procurement Maturity Assessment: Survey Structure (continued)

	What contract management processes and policies do you have in place?	How embedded are ESG (environmental, sustainability and governance) considerations across your S2C value chain?	Across your organisation, how well-defined and adhered to is your Procurement policy?	How well-defined and executed is your approach to managing third party supplier relationships?	To what level are digital tools and technology integrated across all core S2C activities?
1	Contracts are not consistently in place with suppliers. Where contracts do exist there are no standard terms and conditions. Supplier terms are widely accepted with minimal adaption.	ESG is a regulatory requirement and has been incorporated in corporate strategy and vision. No documents detailing the role of procurement in ESG strategy exist.	There is no policy covering procurement and as a consequence the Procurement Team has no central visibility of procurement activity taking place across the organisation.	All suppliers are treated on a purely transactional basis with no partnerships or alliances in place.	There is currently no eSourcing system in place.
2	Contracts are in place for major spend areas. Contract models vary across the business with standard terms and conditions defined but not consistently used.	There are ESG ambitions but they are not regularly actioned. ESG criteria are covered to some extent in policies and KPIs used within procurement. Adjustments have started in some procurement processes such as awarding.	Policy is in place but it is followed inconsistently, particularly in indirect category areas. There is some visibility of procurement activity happening across the business.	Strategic suppliers have been identified, though the management of supplier relationships by Procurement is on a reactive basis focusing on performance.	An eSourcing system but is used to limited effectiveness across the business or multiple categories. Team members may lack the required training to fully utilise the software.
3	Contract good practice and guidance is owned and driven by the procurement team with some standardised terms and conditions to deliver efficiency. They are stored within a central digital repository.	There is a clear procurement ESG strategy which is embedded within procurement policy. KPIs cover relevant ESG criteria and roles and responsibilities are clearly defined. ESG criteria are included across most of the procurement process.	Policies and delegations of authority are in place governing all procurement activity. There is good visibility of procurement activity with high compliance.	Across major spend categories there is a supplier management strategy in place led by procurement and business stakeholders but the approach is inconsistent.	An end to end Source to Contract system is used by all of procurement for all categories and some wider business stakeholders. Team members are fully trained on its application
4	There is a contract management framework in place with standard terms and conditions that is integrated with the wider Procurement Strategy.	ESG vision and targets are embedded in procurement strategy. Clear and documented ESG monitoring and reporting structures have been implemented with roles and responsibilities clearly defined. Procurement policy and suppliers embrace all relevant ESG criteria.	Clear policies and delegations of authority are in place governing all procurement activity with high compliance Procurement is involved in all major Source-to-Contract activities.	There is a supplier management strategy in place with executive sponsorship of strategic relationships and defined processes with Procurement as a joint owner. Individuals have dedicated time and objectives linked to management of key suppliers.	An end to end Source to Contract system allows Business Stakeholders to run their own sourcing activities using standardised templates, AI, auctions, and other tools with Procurement providing strategic support and direction

# Procurement Maturity Assessment: Survey Structure (continued)

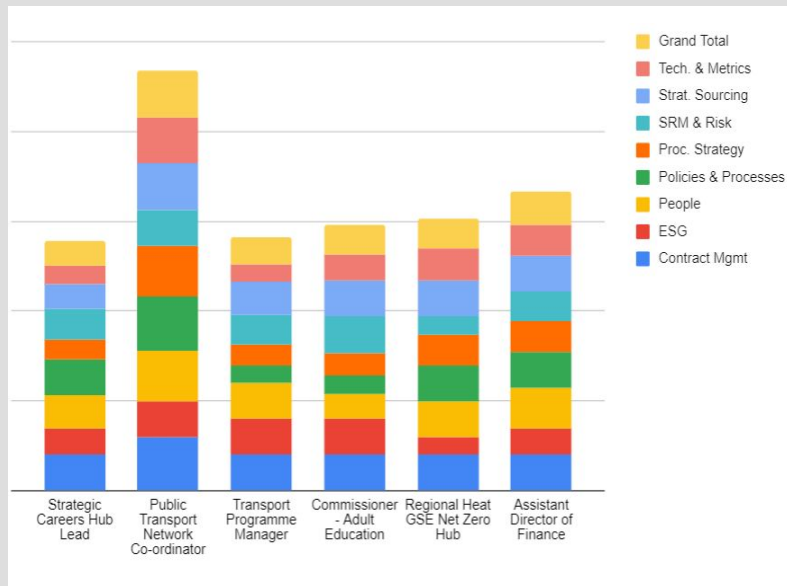
	Is the role of the Procurement capability clear?	What role does procurement play in corporate, strategic and operational planning?	To what extent does your organisation have a defined strategy and approach for managing supplier?	How is compliance to the the contract management process monitored and managed?	To what extent is training used to develop skills of employees engaged in the procurement process?
1	Procurement responsibilities are unclear	Procurement has no involvement in business planning.	All suppliers are treated on a purely transactional basis with no partnerships or alliances in place.	There is no monitoring of compliance.	No formal training or methodology. Diverse skill sets. No formal plan to build a broad capability to fulfil defined roles.
2	Responsibility and accountability defined for some areas of Procurement, with moderate adherence.	Procurement has some limited involvement in providing cost data to some business capabilities, but no involvement in decision-making.	The management of supplier relationships is inconsistent and is down to business stakeholders. Procurement's focus is on supplier performance management.	Monitoring of compliance is inconsistent with high levels of non-compliance evident. While periodic attempts to identify off-contract spend are made, there is no mandate to support effective action.	Inconsistent guidelines for training and methodologies. Skills and capabilities loosely defined. Unstructured capability model.
3	Responsibility and accountability defined for all areas of Procurement, with moderate adherence.	Procurement provides cost data to business units to support planning but is not involved in decision making.	There is a supplier management strategy in place with Procurement Team relationship leads, but business stakeholder involvement has not been formalised. There is limited business recognition of Procurement responsibilities.	Compliance is controlled through internal monitoring, however there is no recourse for non-compliance. While periodic attempts to identify off-contract spend are made there is limited evidence of successful remedy.	Group wide guidelines for training and methodologies, adjusted locally. Local definition of skills and capabilities based on group wide guidelines. Structured but immature capability model.
4	Responsibility and accountability defined for all areas of Procurement, with high levels of adherence.	Procurement works with the Leadership Teams in business units, providing cost analysis and helping to shape operational plans.	There is a supplier management strategy in place but the application of processes is inconsistent and the commitment of resources is an issue. Procurement is seen as the owner of process and is involved in the majority of key relationships.	Compliance control is exercised through internal and external controls e.g. no PO, no Pay policies. Non-compliance is limited with monthly reports used to identify and remedy off-contract spend.	Consistent guidelines for training and methodologies, group wide implemented. group wide definition of skills, developed and consistent capability model.
5	All influencers of non-pay spend identified with roles, responsibilities and accountability agreed and adhered to across the organisation.	Procurement is an integral member of the Executive Management Team, and is actively involved in strategic and operational planning.	There is a supplier management strategy in place with executive sponsorship of strategic relationships and defined processes operational. Procurement is seen as an owner of the process and is fully involved in all key relationships.	Exceptional process compliance is being achieved through internal and external controls. Monthly reports are used to identify off-contract spend and the effectiveness of actions are monitored by Procurement and the business.	Rigorous training and methodology. Mature capability model with clear and structured development strategy. Training covers technical and business partnering/change management skills.

# Procurement Maturity Assessment: Survey Structure (continued)

	To what level are digital tools and technology integrated across all core P2P activities?	How does the organisation measure the effectiveness of procurement?	How unified is Procurement across the organisation; what is the level of centralisation?
1	There is currently no electronic ordering system in place	The Procurement team are not tracked against any performance metrics.	Procurement is not recognised as a capability and there is no central Procurement Team. There is a lack of clear visibility of who 'does' procurement across the organisation.
2	An electronic ordering system is in place but is used to limited effectiveness across the business	A limited, static set of KPIs measuring internal performance exists, but is infrequently used or reported on and mainly tracks the delivery of savings vs. targets	Procurement Teams and resources are decentralised and fragmented across business units. Procurement resources are tactical and reactive to stakeholder needs.
3	eProcurement solution operating effectively and transacting 90% or more of the addressable transaction volume	A set of internal KPIs is regularly used and reported on, these are focused on cost reduction and spend under management and are tracked by the organisation	A centralised/centre led Procurement Team is in place for major spend categories and providing overall Procurement vision, strategy & policy for the business. Transactional Procurement may be outsourced or part of an alternative delivery model. There are some areas where Procurement has been unable to challenge established buying models.
4	Fully integrated P2P solution embedded across the organisation and used to drive all transactional procurement activity	The organisation track the delivery of spend reduction through to its bottom line. Procurement are tracked against non-cost strategic goals such as strategic supplier relationships and wider ESG metrics. Business stakeholders are also held to account for the delivery of targets.	A centralised/centre led Procurement structure is in place for all spend areas and sets the Procurement vision, strategy & policy for the business. Category teams are in place for all major spend categories. There is flexibility and agility to move resources between teams and allocate resources to support projects based on risk and value and specialisms within the process (e.g. SRM) are recognised.

# Procurement Maturity Assessment: Survey Results (Self-Assessment)

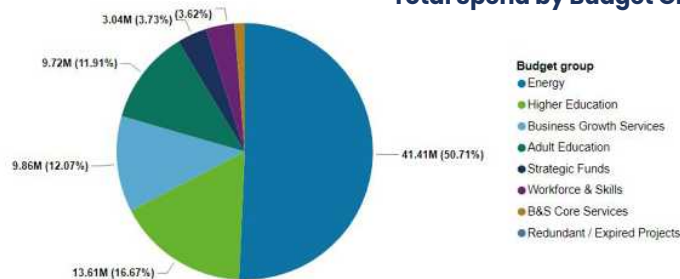
**There is not a consistent view across the Authority**



# Procurement Insights: Business and Skills Directorate

This slide shows the spend profile for Business and Skills Directorate. If using the CIPS recommendation of 1 FTE for £15 m of spend, this Directorate would necessitate at least 6 FTE with professional procurement expertise.

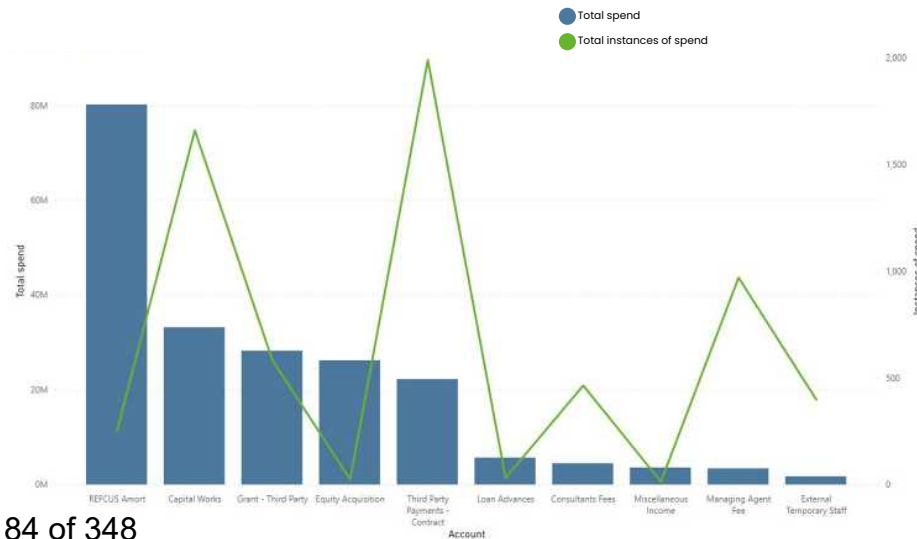
**Total Spend by Budget Group**



# £81.65m

Total spend FY-22/23

**Total and instances of spend with top 10 accounts**

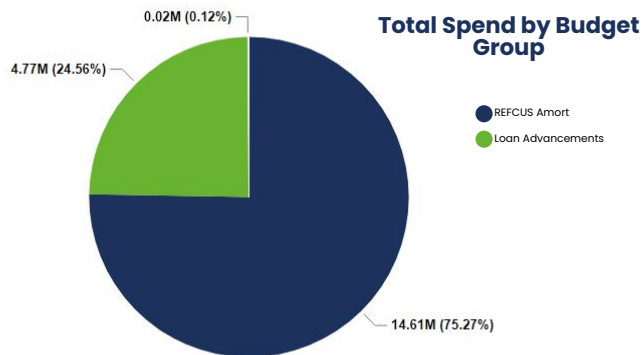


- Energy accounts for 50% of the total spend and approx. 60% (121 suppliers) of the supplier base for the Directorate. As such, this Directorate may warrant greater scrutiny and strategic planning.
- Little funding is spent on redundant/expired projects, showing strong contract management oversight and governance.
- Comparing total spend against instances of spend tracks what is to be expected for each account regarding infrequent high value spend (REFCUS Amort, equity acquisition) and common low value spend (consultants, managing agents).
- Grant - Third Party spend is the second largest spend account, which shows Councils outside the CPCA area being paid



## Procurement Insights: Housing Directorate

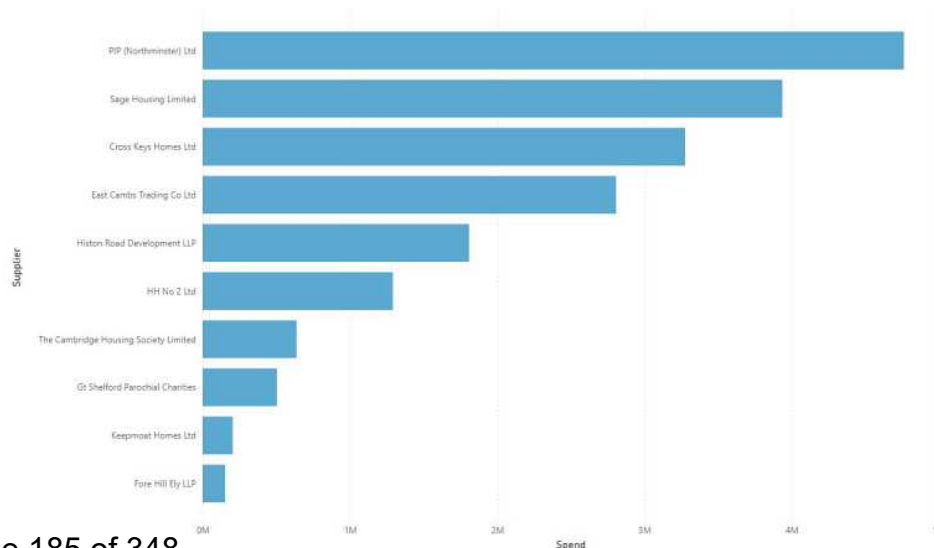
This slide shows the spend profile for Housing Directorate. If using CIPS as a guide on the recommended number of FTEs, this Directorate should have at least 1 FTE with professional procurement expertise.



# £19.41m

Total spend FY-22/23

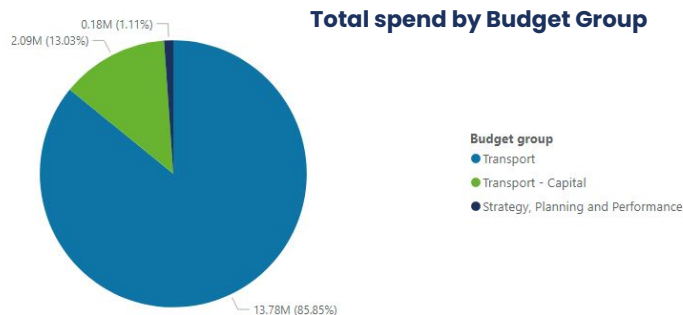
### Total spend per supplier



- An in-depth analysis of housing proved difficult, due to a lack of sub-categorisation.
- Over 75% of housing spend relates to the REFCUS Amort account, with the remaining 25% falling under Loan Advances. There is negligible spend that falls under contractors, training, consultants, postage, salaries, subscriptions, and licenses, which implies that the Housing Directorate is performing efficiently.
- No one supplier has market dominance, with 6 suppliers all receiving at least £1m of spend in the last fiscal year. This market diversification suggests procurement performed effectively when engaging with suppliers.

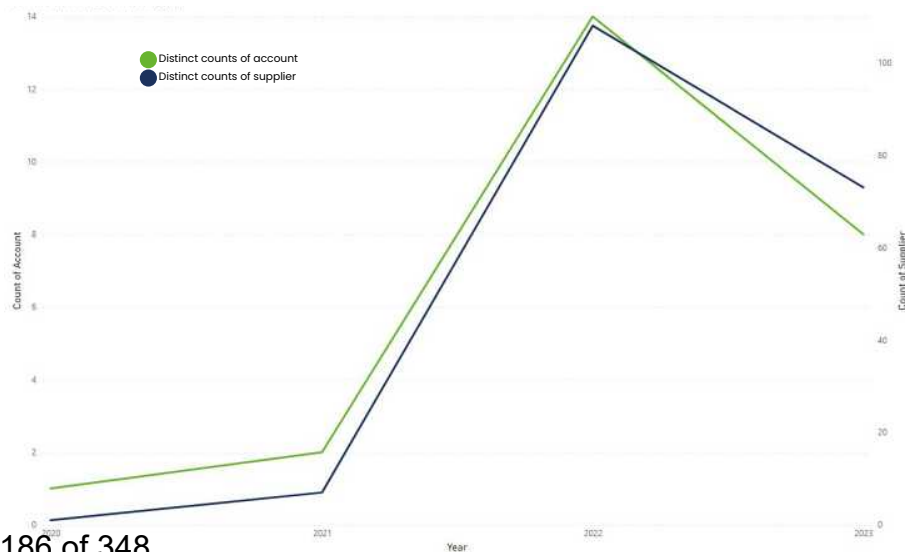
# Procurement Insights: Transport Strategy & Delivery Directorate

This slide shows the spend profile for Transport Strategy & Delivery Directorate. As with the Housing directorate, this Directorate should have at least 1 FTE with professional procurement expertise.



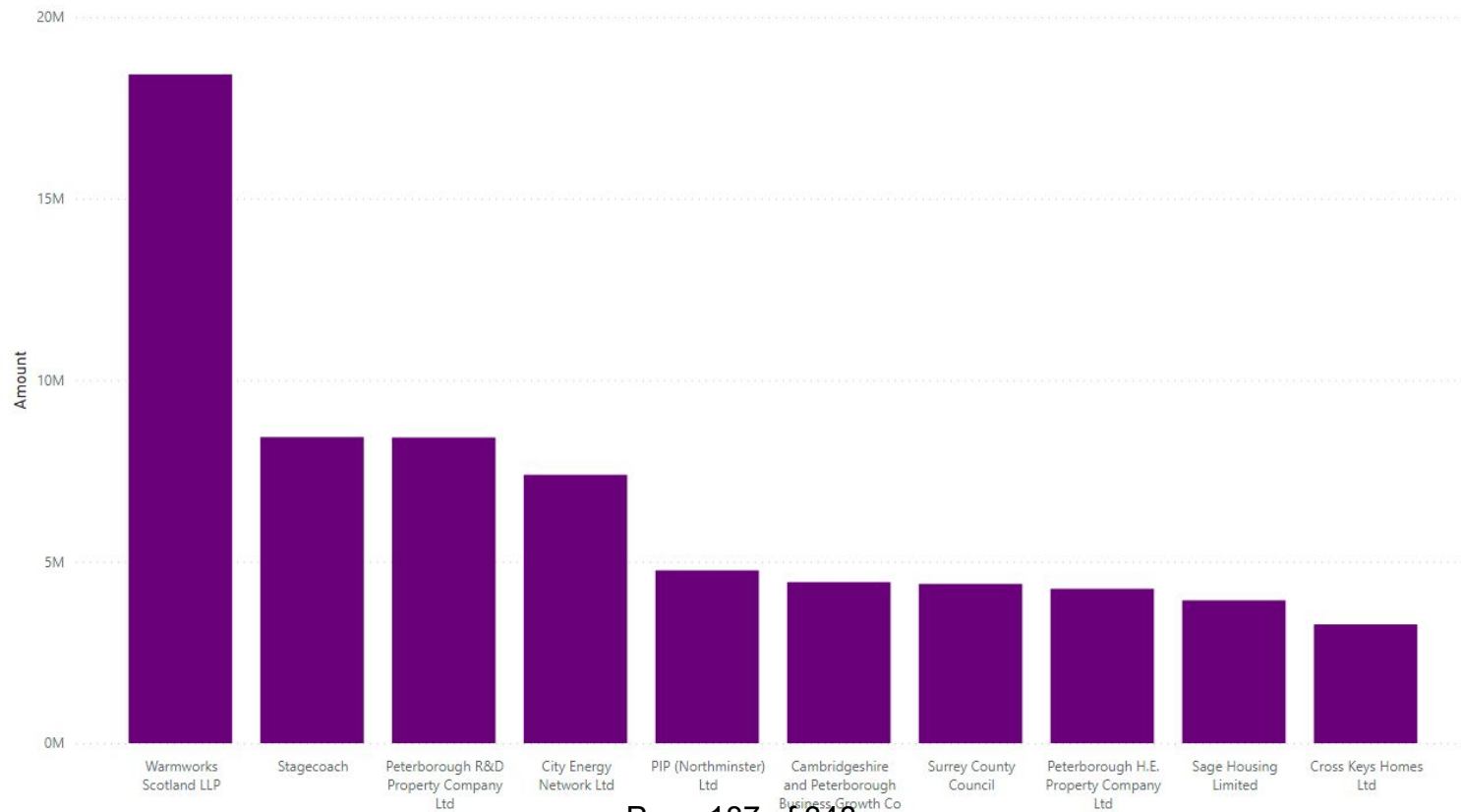
**£16.05m**  
Total spend FY-22/23

## Number of distinct accounts and suppliers in Strategy and Delivery directorate

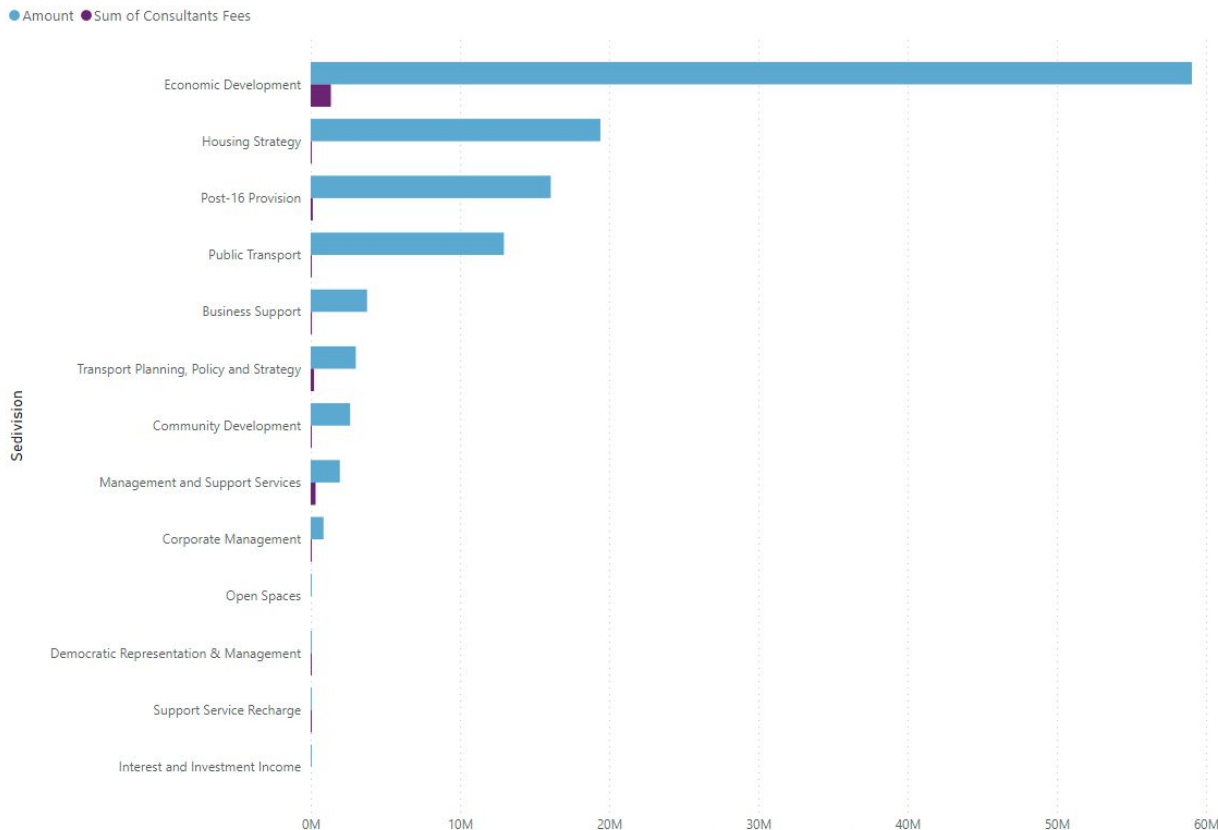


- There are a high number of suppliers covered by the Transport budget group with this budget group making up the majority of where the Directorate's spend is channelled.
- 2022 saw a rapid increase in the distinct number of suppliers with new bus operator contracts being awarded. However, during the first quarter of 2023, 4 of these contracts have been surrendered due to the financial crisis.
- There are 200 suppliers responsible for £16m spend (averaging £80k/supplier).

## Top 10 Suppliers by amount spent FY 22 – 23



# Spend per Division, including amount spent on consultants FY 22 - 23



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If you receive a request under freedom of information legislation to disclose any information we provided to you, you will consult with us promptly before any disclosure.

This is a draft prepared for discussion purposes only and should not be relied upon; the contents are subject to amendment or withdrawal and our final conclusions and findings will be set out in our final deliverable.

<b>Agenda Item 9</b>	<b>Appendix</b>
<b>Procurement Review</b>	<b>2</b>

## High Level Action Plan

As set out within the PwC report on pages 33 and 34, Recommendations 1 – 4

- **Recommendation 1 - Redesign your Procurement Operating Model (supporting Governance, Op Model, Capability & Capacity and Compliance)**

The operating model will be based on a 'business partnering' model with 3 Procurement Business Partners reporting to the Head of Procurement. Each Procurement Business Partner will service and support a specific Directorate (Transport and Connectivity; Economy & Skills; Resources & Performance) and recruitment will be required to the additional posts. Budget for one of the posts already exists within the approved Medium Term Financial Plan, and approximate costs for the further 2 additional Procurement and Contracts Officer posts will be in the region of £30-35k each plus on costs.

- **Recommendation 2 - Refresh your Contracts Register (Supporting Governance and Capability & Capacity)**

This requires the recruitment of a Contracts Manager to maintain an up to date contracts register. Approximate costs for a Contracts Manger post will be in the region of £40k-£43k plus on costs.

- **Recommendation 3 - Revise your Procurement Strategy, Policy & Procedures (supporting Governance, Capability & Capacity, Compliance and Contract Execution)**

Work is currently being undertaken to update the Contract Procedure rules within the constitution, along with the creation of a new Procurement Strategy and Policy document which will include guidance for officers undertaking a procurement. This forms the basis of a separate item on the Board agenda.

- **Recommendation 4 - Implement procurement & contract management training (supporting Governance, Op Model, Capability & Capacity and Compliance)**

We are obtaining quotes from providers of Contract Management and Procurement training to roll out to the organisation. It is anticipated that the costs of this training can be met within existing approved budgets.

<b>Agenda Item 9</b>	<b>Appendix</b>
<b>Procurement Review</b>	<b>3</b>



**CAMBRIDGESHIRE  
& PETERBOROUGH**  
COMBINED AUTHORITY

# **CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY**

## **PROCUREMENT POLICY**

## 1 Introduction

The Cambridgeshire and Peterborough Combined Authority recognises its responsibility for procuring the delivery of its corporate objectives in an economically, environmentally, and socially responsible Manner.

The Authority’s procurement approach is supported by the Public Services (Social Value) Act 2012, this both requires and enables authorities to consider the wider impacts of a contract and to the community in which serve.

This policy sets out a number of key topics across the social, economic & environmental considerations and then details how these will be considered across the whole life of a contract.

This procurement policy is governed by all relevant Statutes pertaining to the Combined Authority, including the Best Value Duty. To demonstrate this Duty procurements will need to focus on price and quality as well as the wider areas noted below

## 2 Policy Focus 2023/ 2024

Key topics on which our sustainable procurement approach is focused is set out below

Topic Area	Social	Economic	Environmental
Stakeholder Engagement	✓	✓	✓
Equality, Diversity & Wellbeing	✓		
Ethical Supply	✓	✓	✓
Supporting SMEs and Local Businesses	✓	✓	✓
Supporting Third Sector & Social Enterprise	✓	✓	✓
Training, education, and employment opportunities (including for individuals with protected characteristics)	✓	✓	
Commitment to pay the Living Wage	✓	✓	
Carbon Emissions & Energy Usage reductions (including Net Zero)	✓	✓	✓
Protection of Wildlife	✓		✓
Supporting Community Projects	✓	✓	✓
Waste Reduction, re-use & recycle	✓	✓	✓
Improved reporting	✓	✓	



### 3 Embedding Social Value into Procurement

The above topics will be addressed through the following levers

**Procurement Instruction Document** – asking what the social, environmental, and economic impacts of the contract are and ensuring appropriate impact assessments are carried out and a sustainable procurement strategy agreed before a procurement is launched

**Selection Questionnaire** – asking targeted questions which seek identify suppliers with an appropriate track record in considerations of the agreed sustainable procurement strategy

**Invitation to Tender** – including requirements within the method statement questions and award criteria that will ensure that the successful supplier will deliver against the agreed sustainable procurement strategy

**Specification** – embedding all of agreed policy topics within the specification to ensure all bidders understand the authority's and project expectations; against which tender submission can be transparently assessed.

**Accessibility** – taking steps to remove unnecessary barriers to supplier participation

- Removing or reducing financial turnover thresholds, where financial risk is not high, to enable small firms or start-ups are not excluded;
- Dividing larger contracts into **lots** so that small organisations with limited capacity can bid for part of the contract;
- Ensuring the procurement process is accessible to bids from **consortia** or partnerships;
- Engaging in **supplier engagement** with the market, prior to major tender exercises, to ensure local bidders understand the process.

### 4 Specific Policy Commitments

*We will*

#### **Stakeholder Engagement**

- ❖ Consult with stakeholders, partner authorities, the supply chain and service users to ensure the procurement is designed and managed to optimise delivery outcomes and facilitate efficient governance.

#### **Equality, Diversity & Wellbeing**

- ❖ Embed our commitment to equality, diversity, and wellbeing into all of our procurements and contracts
- ❖ Reward suppliers who are active in promoting inclusivity and supporting wellbeing within their own organisation's processes and throughout their supply chain

#### **Ethical Supply**

- ❖ Encourage suppliers who provide goods or services (including from overseas) to be aware of the impact of these sourcing decisions (including Modern Slavery (PPN 02/23), fairtrade or other relevant accreditations.

### **Supporting SMEs and Local Businesses**

- ❖ Recognise the benefit of sourcing locally where possible
- ❖ Design the procurement/ contract structure to be accessible to SMEs, e.g., use of lots, reducing turnover requirements, application of PPN 11/20 reserving below threshold procurements, etc.
- ❖ Encourage tier one suppliers appointed by the authority to work with SMEs/ local suppliers where practicable to support a sustainable local economy

### **Supporting Third Sector & Social Enterprise**

- ❖ Take steps to ensure our procurement process is as accessible as possible to third sector and social enterprise bidders, by identifying and removing barriers to their participation, and by recognising alternative bidding models, including partnership and consortium bids.
- ❖ Encourage suppliers to take steps to make supply chain opportunities accessible to relevant local third sector organisations and social enterprises.
- ❖ Provide regular engagement and information sessions to ensure local third sector organisations and social enterprises understand the procurement process, and to receive their feedback.

### **Training, education, and employment opportunities (including for individuals with protected characteristics)**

- ❖ Encourage suppliers to support employment opportunities for people from disadvantaged categories – such as those not in education, employment or training (NEET), long term unemployed, people with physical disabilities, learning disabilities or mental health problems, ex-offenders, and ex-armed forces personnel.
- ❖ Encourage suppliers to engage with local training providers to support developing the local workforce and creating local opportunities; e.g., work experience, career events, apprenticeships, placements.

### **Commitment to pay the Living Wage**

- ❖ Include in all in scope contracts, the requirement to pay the living wage in accordance with the Living Wage Foundation accreditation rules.

### **Carbon Emissions & Energy Usage reductions (including Net Zero)**

- ❖ Encourage suppliers to have Carbon Reduction Plans and to commit to achieving Net Zero by 2050

### **Protection of Wildlife**

- ❖ Encourage suppliers, as part of their environmental impact assessments for relevant projects, to demonstrate how they will seek to preserve, and potentially enhance local wildlife as part of delivering the contract.

### **Supporting Community Projects**

- ❖ Encourage suppliers, as part of their social value considerations, to identify how they can support community projects

### **Waste Reduction, re-use & recycle**

- ❖ Seek to reduce the impact of goods, services and works through waste minimisation - including packaging waste, construction waste, the disposal of any consumables, and the disposal of assets at end of life
- ❖ Encourage suppliers to take action to reduce waste and promote re-use, remanufacture and recycling at every level of the supply chain

### **Improved reporting**

- ❖ Encourage suppliers to agreed and regularly report on both their organisation achievements and what they have specifically delivered for the authority against their tendered/ contracted commitments.

## **5 Contact Us**

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# APPENDIX 4



**CAMBRIDGESHIRE  
& PETERBOROUGH**  
COMBINED AUTHORITY

## **APPENDIX 4 CAMBRIDGESHIRE & PETERBOROUGH COMBINED AUTHORITY**

### **PROCUREMENT STRATEGY**

# APPENDIX 4

## 1 Background

### 1.1 Introduction to CPCA

- 1.1.1 The Cambridgeshire and Peterborough Combined Authority is a mayoral authority and as a body governed by public law are required to carry out their procurements in accordance with the Public Contracts Regulations 2015 (as amended).
- 1.1.2 The Authority, in addition to complying with its statutory obligations, is committed to delivering against best practice, government policy guidance and in response to feedback provided by any third-party individual or organisation.

### 1.2 Document purpose

- 1.2.1 The Authority is updating this document to take into account the recommendations from a recent procurement review.
- 1.2.2 The document has been aligned to the National Procurement Strategy as best practice.
- 1.2.3 The document sets out the procurement function vision, aims within the broader context of the authority's corporate objectives

### 1.3 Document Structure

- 1.3.1 The document is split into 4 parts
  - (a) Part 1 – Background
  - (b) Part 2 – Overview of the
    - (i) vision, values, and principles
    - (ii) aims and objectives
  - (c) Part 3 – Action Plan setting out the specific areas of improvement and target outcomes for each of the next two years of the strategy.
  - (d) Part 4 – Monitoring and Reporting

## 2 Procurement Strategy for 2023-2025

### 2.1 Introduction

- 2.1.1 This Part sets out the Cambridgeshire & Peterborough Combined Authority broader considerations

### 2.2 Vision, Values & Principles

#### 2.2.1 Visions

- (a) A Procurement function that delivers on compliance whilst also being efficient and effective is achieving both the contract and the Authority's broader goals

#### 2.2.2 Values

- (a) The Authority strives to serve its community by working cooperatively with partner authorities, local businesses, local groups, and residents, whilst also leading with compassion; this to feed into the design of all procurements and through to their contract management and reporting.

#### 2.2.3 Principles

- (a) In delivering the procurement function and strategy, the authority is committed to their processes being transparent in their requirements, creating a fair and open competition, with the goals of delivering value for money and maximising public benefit as a driving factor in defining a desirable outcome.

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## 2.3 Specific Aims and Objectives

2.3.1 In addition to considering the behaviours listed in the National Procurement Strategy, the Authority has included their own, more specific aims and objectives which came out of the external procurement review.

### 2.3.2 Aims (purpose / goals/ What)

(a) An appropriately resourced procurement and contract management function delivering an efficient and effective service using a standardised set of templates with supporting guidance all managed through a clear and simple governance and approvals process.

### 2.3.3 Objectives/ Improvements (short term outcomes)

- (a) Increased level of appropriately skilled resource
- (b) Updated Policy and Social Value Commitments
- (c) Clearly defined Roles & Responsibilities
- (d) Updated suite of procurement and legal templates
- (e) An efficient and effective governance and approvals process
- (f) Improved Data Collection & Usage

### 2.3.4 Timescales

(a) This strategy is designed to be delivered over a two-year period with an annual review scheduled for the end of 2024

## 2.4 Strategy Goals (Against NPS)

- (a) As of the date of this document, the authority's current maturity assessment against the National Procurement Strategy was calculated to be 1.8.
- (b) As part of the authority's improvement process, a number of behavioural goals have been identified and included within an Action Plan as detailed in Part 3. These goals have been tailored to the Authority's specific aims and objectives and reflect the recommendations from the external review feedback.
- (c) The goals (where relevant) include references to the recommendations from the procurement review in brackets against the relevant area)
- (d) Over the next two years the aim is to increase the authority's maturity level to between Developing to Mature (2-3)
- (e) Progress to be assessed at the end of 2024 using the National Procurement Strategy metrics and this document refined as appropriate.

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## 3 Action Plan

### 3.1 Introduction

3.1.1 This plan is aligned to the behaviours detailed in the National Procurement Strategy 2022; it considers each of the identified behaviours within the context of the Authority’s current level of maturity.

### 3.2 Plan Structure

3.2.1 The Plan is split into, enablers, showing leadership, behaving commercially, and achieving community benefits.

3.2.2 Within each of those section, a number of areas for improvement have been identified, with the goals being Authority specific and details the specific improvements to be achieved (although not always quantified)

<b>3.3 Procurement Capability &amp; Talent</b>			
3.3.1 Developing talent includes professionalisation of Authority procurement talent, addressing recruitment and retention of procurement talent and developing agile procurement talent that can address commercial challenges and innovation in the procurement role.			
<b>Areas</b>	<b>current</b>	<b>Target Year 2024</b>	<b>Target 2025</b>
Resourcing levels (Procurement operating model)	<b>Current team</b> 1 No FTE Procurement & Contracts Manager 1 No FTE Procurement Officer 1 No FTE Procurement Assistant	<b>Proposed team</b> Addition to the team of 1 no FTE Contracts Manager An additional 2 no FTE Procurement Officer Access to external support to facilitate delivery against the 2024	<b>Proposed team</b> Team structure review in consideration of progress against the below action plan activities and overall strategy Identify outstanding or newly identified activities against team capacity and capability and then address the resourcing requirement in consideration of the tasks
Training	<b>Currently team training</b> The Procurement Manager is working towards ILM qualification	<b>Propose Team Upskilling</b> Carry out a team skills review/ create skills matrix and training plan Course on Contract Law Basics Training on new Procurement Bill	<b>Skills review</b> Update skills and training matrices, identify at least two courses for each individual to continue with upskilling commitment

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<b>3.3.2 Delivery Considerations</b> (a) The achievement of these goals will be dependent on (i) funding and approval to recruit (ii) a budget for staff training and upskilling			
<b>3.4 Digital Technology</b>			
3.4.1 <b>Why is it Important</b> - Rapid use of data is critical for understanding how to manage procurements and contracts. Increasing data and transparency date is available, along with artificial intelligence, and making good use of this will be key to managing the pressures on Local and Combined Authorities			
Areas	current	Target Year 2024	Target 2025
Electronic Tendering	<b>Developing</b> Use of electronic tendering and quotations system for some tenders or quotes (either as a dedicated system or tender box rental)	<b>Mature</b> Use of electronic tendering and quotations system for all tenders or quotes (either as a dedicated system or tender box rental)	N/A
Contract Management	<b>Minimum</b> Limited procurement and contract management information available via static sources.	<b>Developing</b> Some procurement and contract management information available online to all stakeholders with appropriate search and filtering.	<b>Developing</b> Working towards Comprehensive procurement and contract management information available online to all stakeholders with appropriate search and filtering
Spend Data	<b>Minimum</b> Only basic information available regarding contracts awarded and spend both on and off contract and this is controlled by finance.  Available data not classified to facilitate strategic procurement planning	<b>Developing</b> Update technology to provide more detailed breakdown of spend both against contracts and standard reporting classifications.  Usage limited to finance	<b>Developing</b> Technology can be used to provide spend dash boards and can be used by procurement and senior managers to aid if planning and cost management of contracts.
<b>3.4.2 Delivery Considerations</b>			



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(a)	<p>The achievement of these goals will be dependent on</p> <ul style="list-style-type: none"> <li>(i) Resourcing to enable all procurements to be managed centrally</li> <li>(ii) budget for the additional module and training in its use</li> </ul> <p>Finance systems being able to link to the procurement system and export data in a useful format and which can be manipulated to produce dashboards and other reports</p>
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## 3.5 Stakeholder Engagement

3.5.1	<p><b>What it is:</b> Councillors set the Authority’s vision and strategic priorities and must be satisfied that the procurement and commercial arrangements for their delivery are robust. Councillors make key decisions, particularly in major projects, and maintain oversight of the performance of key contracts, agreeing corrective action where necessary. Councillor engagement needs to be supported through training, good procurement and commercial advice and reporting arrangements.</p>
3.5.2	<p><b>Why it is important:</b> When councillors are fully engaged with procurement and commercial matters, the quality of decision-making is better, and oversight and accountability are improved. Councillor engagement leads to better project delivery and better outcomes for the local community</p>

Areas	current	Target Year 2024	Target 2025
Engaging Councillors	<p style="text-align: center;"><b>Developing</b></p> <p>Councillor engagement is varied depending on the nature of the procurement, the value, and the political sensitivity</p>	<p style="text-align: center;"><b>Mature</b></p> <p>Establish a set protocol for engaging with councillors with the aim of their input adding value/ improving the outcome of the procurement</p>	<p style="text-align: center;"><b>Leader</b></p> <p>Increase engagement levels across all procurements based on an objective criterion and include a post award mechanism for monitoring the benefits of engagement</p>
Engaging Senior Management	<p style="text-align: center;"><b>Developing</b></p> <p>Senior managers acknowledge the role of procurement but there is limited engagement throughout the process and decision making</p>	<p style="text-align: center;"><b>Mature</b></p> <p>Establish a Gateway Process which is managed through a procurement committee made up of senior managers across various considerations, e.g., financial, legal</p>	<p style="text-align: center;"><b>Leader</b></p> <p>Review Gateway process and introduce a lesson’s learned protocol that links back to the Gateway process so as to measure the benefits of the process and allow process improvements</p>
Process	<p style="text-align: center;"><b>Developing</b></p> <p>Although there is a structured approach to how procurements are managed (as set out in the Contract Procurement Rules) it</p>	<p style="text-align: center;"><b>Mature</b></p> <p>Establish a clear set of guidance that includes clear roles and responsibilities of all individuals involved in a procurement and procedures to be followed in different situations and ensure they are effectively</p>	<p style="text-align: center;"><b>Leader</b></p> <p>Review guidance document, including gathering feedback from across the Authority on how clear the processes are and whether the roles and</p>

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	is still not clear what the role of procurement is or exactly how all procurements are to be managed	communicated to all officers, managers, and stakeholders	responsibilities as defined are delivering effective / improved outcomes
Training & Development	<p><b>Minimum</b></p> <p>Currently there is no formal training programme for officers and managers; but rather, training is delivered on an adhoc basis</p>	<p><b>Mature</b></p> <p>Establish a clear set of training requirement for officers, senior managers, and stakeholders; including, the updated CPRs, the procurement Bill, contract management, procurement templates and the Gateway Process. Create an attendance/ training register</p>	<p><b>Leader</b></p> <p>Review training matrix and current skill level inconsideration of procurement outcomes, through the use of lessons learned processes and feed this into the training programme for the year</p>
Working With Partners – Culture	<p><b>Minimum</b></p> <p>Currently there is silo working with some individuals carrying out procurements without input from procurement or considering involvement from other teams (including partner Authorities)</p>	<p><b>Developing</b></p> <p>Communicate the Authority’s commitment to a shift from silo working and a culture of ‘one team’ both within the Authority and where appropriate, working with partner Authorities</p>	<p><b>Mature</b></p> <p>Establish a centralised ‘one team’ approach to procurement whereby all procurements consider the needs/ enable input from the whole Authority and are delivered in a consistent</p>
<p><b>3.5.3 Delivery Considerations</b></p> <p>(a) The achievement of these goals will be dependent on</p> <ul style="list-style-type: none"> <li>(i) External support to aid in developing a Stakeholder Engagement Strategy</li> <li>(ii) A commitment from Stakeholders to work with procurement and external advisors to agree the required processes and subsequent training for relevant individuals.</li> </ul>			

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## 3.6 Behaving Commercially

- 3.6.1 **What it is:** There are many ways in which commercial opportunities can be created through the strategic management of the commercial cycle and the services and assets delivered through the contracts it creates. Commercialisation is a broad and important subject to the sector. This key area is confined to how officers, working with the procurement team, should work to identify and create commercial opportunities.
- 3.6.2 **Why it is important:** As funding and revenue is reduced, organisations are required to look at other means of reducing funding deficits. Commercial opportunities can be created in many ways, including procurement design, and collaborative and innovative procurements

Areas	current	Target Year 2024	Target 2025
Forward Planning	<p><b>Developing</b></p> <p>Forward planning is limited to governance/ reporting requirements rather than for strategic procurement purposes</p>	<p><b>Mature</b></p> <p>Forward planning is undertaken on all strategic and cyclical contracts to enable input from procurement/ commercial, adoption of lessons learned and opportunity to discuss any shared contracting opportunities with partner Authorities</p> <p>The Gateway process and lessons learned process to link into this.</p>	<p><b>Leader</b></p> <p>Forward planning for contracts has developed to form an integral part of the organisation's budget setting and expenditure forecasting process</p> <p>Procurement procedures, including the gateway process, are updating accordingly to reflect any practical changes to process</p>
Option Appraisals	<p><b>Developing</b></p> <p>Currently these are undertaken on high value/ high risk procurements only with the option appraisal focussing on the route to market</p>	<p><b>Mature</b></p> <p>Establish a policy/ guidance and embed this requirement within the Gateway process, a requirement for all relevant procurements to undertake an option appraisal that considers commercial, social and risk factors</p>	<p><b>Leader</b></p> <p>Review the option appraisal process and seek to extend it out to include a broader range of contracts and working collaboratively with partner authorities in conducting the options appraisal.</p> <p>Include reviewing the recommendation from the options appraisal in the lessons learned activities</p>
Market & Supplier Engagement	<p><b>Minimum</b></p> <p>Sometimes undertaken if time permits, the procurement is novel, or there is a political imperative</p>	<p><b>Mature</b></p> <p>Establish a policy/ guidance and embed this requirement within the earliest stage of the forward planning/ Gateway process, for all relevant procurements.</p> <p>This to also include guidance on how the gathered information is to be used and managing potential supplier advantage.</p>	<p><b>Leader</b></p> <p>Outcomes from market and supplier research are used to shape and determine the content and timing of the procurement process used.</p> <p>Outcomes are also used to contribute to the risk management process and options appraisal process. Procurement input is viewed as an integral aspect of market and supplier research and analysis</p>

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Tendering	<p style="text-align: center;"><b>Developing</b></p> <p>Focus still on compliance and standard cost and quality ratios but innovation sometimes considered.</p> <p>Tenders are mainly viewed as legal documents but written in plain language.</p> <p>Procurement team is sometimes invited to contribute to the planning phase.</p>	<p style="text-align: center;"><b>Mature</b></p> <p>Focus is on balancing costs, quality, social value, and innovation.</p> <p>Tenders are considered a collaborative effort by the project team, procurement and legal</p> <p>The tendering process, including the planning phase of the procurement are embedded into the procurement guidance</p>	<p style="text-align: center;"><b>Leader</b></p> <p>Tendering is seen as an essential, important, and commercial process with all parties to be involved from early planning, through the conduct of a procurement up to award, and being appropriately resourced to do so.</p> <p>The strategy for tendering is reviewed and update (and potentially embedded into the Gateway process) where relevant</p>
Performance Reporting	<p style="text-align: center;"><b>Minimum</b></p> <p>Performance reporting is minimal and predominately relates to grant funding conditions</p>	<p style="text-align: center;"><b>Mature</b></p> <p>Performance reporting is carried out for both commercial and social value commitments and this information is collated and reported quarterly for all strategic contracts</p>	<p style="text-align: center;"><b>Leader</b></p> <p>Performance reporting is seen as an integral part of the organisation's culture with reports on commercial and social benefits achieved are included in each contract's performance dashboard</p> <p>This information is used to update the authority's procurement policy and strategy</p>
Post Contract Review	<p style="text-align: center;"><b>Minimum</b></p> <p>These are uncommon and tend to focus on poor contract performance</p>	<p style="text-align: center;"><b>Developing</b></p> <p>Post contract reviews are to be undertaken on all high risk/ high value procurements with the aim of improving outcomes and identifying commercial opportunities</p>	<p style="text-align: center;"><b>Mature</b></p> <p>Post contract reviews are undertaken as a general process on all contracts.</p> <p>Procurement is part of the team that participate in these reviews so that learning can be utilised in future procurements</p>
3.6.3	<p><b>Delivery Considerations</b></p> <p>(a) The achievement</p> <ul style="list-style-type: none"> <li>(i) Internal resource to manage and monitor delivery against these actions</li> <li>(ii) External support to aid in developing a processes and templates</li> <li>(iii) A commitment from stakeholders to feed into the design of these processes</li> </ul>		

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## 3.7 Establishing a Procurement Hub *(Not based on the NPS behaviour/ areas)*

- 3.7.1 **What it is:** There are many ways in which commercial opportunities can be created through the strategic management of the commercial cycle and the services and assets delivered through the contracts it creates. Commercialisation is a broad and important subject to the sector. This key area is confined to how officers, working with the procurement team, should work to identify and create commercial opportunities.
- 3.7.2 **Why it is important:** As funding and revenue is reduced, organisations are required to look at other means of reducing funding deficits. Commercial opportunities can be created in many ways, including procurement design, and collaborative and innovative procurements

areas	current	Target Year 2024	Target 2025
Procurement Operating Model <i>(Including, Procurement Policy, Roles &amp; Responsibilities, Procurement Guidance, Contract management, &amp; Delegated Authority)</i>	This information is included in the Contract Procedure Rules and a separate procurement policy document	<p>Create separate documents that detail</p> <ul style="list-style-type: none"> <li>• Procurement Guidance (including roles and responsibilities, delegated authority)</li> <li>• Procurement Policy</li> <li>• Contract Management</li> </ul>	Carry out a staff survey to identify areas of improvements, relating to process and usability of the templates, and implement accordingly
Procurement Templates <i>(Improve Procurement scrutiny)</i>	There is a current suite of procurement templates including instruction documents, response templates etc, held by procurement in a local drive.	<p>Update the suite of procurement documents to work with the new strategy, in consideration of the Procurement Bill and to cover various procurement scenarios</p> <p>Update business case and programme templates</p> <p>Make the templates available centrally</p> <p>Provide training on usage</p>	Carry out a staff survey to identify areas of improvements, relating to process and usability of the templates, and implement accordingly
Legal Templates <i>(Contracts and Grant Agreements)</i>	Currently officers are 'recycling contracts' without input from Legal	Create an updated suite of documents that are owned and managed by legal, but which can be accessed but not issued without appropriate approvals in place.	Carry out a staff survey to identify areas of improvements relating to process and usability of the templates, and implement accordingly
Gateway Process <i>(Improve procurement scrutiny)</i>	No current process in place	Design and implement a gateway process that covers the various stages of a procurement with the application being based on value, risk, political interest, or another identified requirement.	Carry out a staff survey to identify areas of improvements relating to process and benefits/ issues identified, and implement accordingly

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		Consult stakeholders and senior managers on the process Set up a Gateway approval committee	
Lessons Learned	<b>Minimum</b> Currently the use of a formal lessons learned process is adhoc and limited	<b>Developing</b> Lesson learned activities to be carried out following the award of a contract all strategic procurements; this to be embedded in the gateway process and finding used to refresh procurement documents and guidance	<b>Mature</b> Lesson learned activities to be extended to include other stages (gateways) for strategic procurements and training to be delivered off the back of the findings.
Staff Programme of Training			
<p>3.7.3 <b>Delivery Considerations</b></p> <p>(a) The achievement</p> <p>(i) Internal resource to manage and monitor delivery against these actions</p> <p>(ii) External support to aid in developing processes and templates</p> <p>(iii) A commitment from stakeholders to feed into the design of these processes</p>			

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## 3.8 Managing Contracts

- 3.8.1 **What it is:** Contract and relationship management is the process by which all contracts and variations are managed effectively to control costs, secure the quality and timeliness of agreed outcomes and performance levels, and minimise the occurrence of risks.
- 3.8.2 **Why it is important:** Poor contractor performance or commercial failure can increase delivery costs, seriously damage an Authority’s reputation and its ability to deliver effective services and support to local communities. Lack of contract management can result in commitments made during the procurement period not being realised.

area	current	Target Year 2024	Target 2025
<p>Information Storage and Accessibility</p> <p><i>(Including the contract register)</i></p> <p><i>(Implement a contract management tool)</i></p>	<p><b>Developing</b></p> <p>Contracts register exists via the e-tendering portal.</p> <p>Data held is generally limited to contracts awarded through the portal so many not be up to date, but efforts are being made to increase data quality and the percentage of third party spend listed on the register.</p>	<p><b>Mature</b></p> <p>Purchase of contract management module</p> <p>Contracts register is dynamic and provided through the e-tendering portal.</p> <p>Fully visible to the whole Authority with read, write, edit, and search capabilities for all contract owners and managers.</p>	<p><b>Leader</b></p> <p>Contract register is fully accessible and includes all Authority spend</p> <p>Information is always up to date with comprehensive, complete, and accurate records on all contracts. Contracts register has action or renewal alerting capabilities for contract owners and managers</p>
<p>Change Control</p> <p><i>(Contract management process)</i></p>	<p><b>Minimum</b></p> <p>No change control policy in place except for isolated contracts</p>	<p><b>Developing/ Mature</b></p> <p>A change control process/ guidance exists and is used to capturing all contract changes for all strategic contracts</p>	<p><b>Leader</b></p> <p>All contract changes and variations processed through change control stored on the contracts register. Details shared online with contract managers, owners, and contractors.</p>
<p>Supplier Financial Distress</p> <p><i>(Refresh legal templates)</i></p>	<p><b>Minimum/ Developing</b></p> <p>Recognition of a need for early engagement with suppliers and some strategic contracts do include a financial distress clause</p>	<p><b>Developing/ Mature</b></p> <p>The Authority has a structured approach, as part of the contract management process, for engaging with suppliers in financial difficulties</p> <p>All standard form contracts to include an appropriate financial distress clause</p>	<p><b>Leader</b></p> <p>Financial distress clause included in all contracts and reviewed in consideration of the contract nature and risk levels.</p>

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<p>Savings &amp; Benefits Delivery</p> <p><i>(Contract management process)</i></p>	<p><b>Minimum</b></p> <p>Savings and benefits are delivered from some contracts but not a part of any formal process.</p>	<p><b>Developing</b></p> <p>Create a formal process for capturing savings and reporting benefits committed and subsequently delivered from all strategic contracts</p>	<p><b>Mature</b></p> <p>Savings capture from contracts and benefits realisation is applied uniformly across the organisation and reported quarterly to councillors/ CA Board.</p>
<p>Recognition &amp; Cultural Acceptance</p>	<p><b>Minimum</b></p> <p>There is no recognition by the organisation of contract and relationship management. Only job roles which are fully designated to managing contracts are designated as contract manager in their title</p>	<p><b>Developing</b></p> <p>There is recognition by the organisation of the importance of contract and relationship management</p> <p>Job roles are designated as contract manager or contain specific contract and management activity in their content description in some departments</p>	<p><b>Mature</b></p> <p>Contract and relationship management is recognised by the organisation as being essential to its overall performance.</p> <p>Job roles are designated as contract and relationship manager or contain contract and relationship management activity in their content description as a formal policy.</p> <p>Performance is reviewed with job holders in their annual appraisals</p>
<p>Skill &amp; Knowledge</p>	<p><b>Minimum</b></p> <p>Staff have limited access to any contract and relationship management skills (since COVID) and knowledge programmes.</p>	<p><b>Developing</b></p> <p>Staff have access to general contract management training given as a one-off exercise rather than an ongoing skills enhancement programme</p>	<p><b>Mature</b></p> <p>Contract and relationship management is acknowledged as a core competency across the organisation.</p> <p>Briefings on contract and relationship management are given in all induction and management programmes.</p> <p>Refresher programmes are available to all staff involved in contract and relationship management</p>
<p>3.8.3 <b>Delivery Considerations</b></p> <p>(a) The achievement</p> <p>(i) Internal resource to manage and monitor delivery against these actions</p> <p>(ii) External support to aid in developing processes and templates</p> <p>(iii) A commitment from stakeholders to feed into the design of these processes</p>			



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3.9 Managing Strategic Risk			
3.9.1	<b>What it is:</b> A series of actions and policies designed to reduce or even eliminate the probability of a perceived risk occurring and minimising the detrimental effects that may occur should it materialise.		
3.9.2	<b>Why it is important:</b> The occurrence of any risk, particularly when it could be foreseen, can have a devastating impact on the organisation’s reputation and the lives of the people it serves, the quality of the services that it provides, and even its financial viability.		
area	current	Target Year 2024	Target 2025
Strategic Risk	<p><b>Minimum</b></p> <p>Currently strategic risk is not the focus of procurement.</p>	<p><b>Developing</b></p> <p>To extend the procurement strategy to cover</p> <ul style="list-style-type: none"> <li>• Modern Slavery</li> <li>• Supply Chain &amp; contractor Failure</li> <li>• GDPR</li> <li>• Fraud &amp; Financial Loss</li> <li>• External Events</li> </ul> <p>At the level of developing</p>	<p><b>Developing</b></p> <p>Embed the additional strategic activities into all authority procurements at the level of Mature</p>
<b>This area is to be updated as part of the 2024 refresh</b>			

# APPENDIX 4

<b>3.10 Creating Social Value</b>			
3.10.1	<b>What it is:</b> Social value is about improving economic, social, and environmental wellbeing from public sector contracts over and above the delivery of the services directly required and at no extra cost.		
3.10.2	<b>Why it is important:</b> Experience from procurements let by councils that have fully integrated social value requirements has shown that a minimum of +5 per cent to +20 per cent social value (according to sector) can be obtained on contract value by way of direct community benefits		
<b>Consideration</b>	<b>current</b>	<b>Target Year 2024</b>	<b>Target 2025</b>
Social Value Policy	<p><b>Minimum</b></p> <p>No specific corporate-wide policy in place.</p> <p>Although procurements do, on an adhoc basis, seek to achieve social value from the procurement</p>	<p><b>Developing</b></p> <p>Social value is recognised as a core principle supported by a published social value policy and implementation strategy.</p> <p>Requirements are tailored to reflect size and scope of contracts</p> <p>Training for officers on social value to be provided</p>	<p><b>Developing/ Mature</b></p> <p>Social value implementation is underpinned by an overarching social value statement which is reviewed annually.</p> <p>Process and policy are in place to identify which contracts should include social value.</p>
Measuring Social Value	<p><b>Minimum</b></p> <p>Measuring social value in a very limited way</p>	<p><b>Developing</b></p> <p>The Authority's chosen way of measuring social value has been mapped to meet their specific policies.</p> <p>Outcomes are weighted where appropriate to council and local priorities.</p>	<p><b>Developing/ Mature</b></p> <p>The 'golden thread' is maintained between the measurement standard, corporate strategy, and the Authority's social value policy</p> <p>Measurement of social value is generated across all procurements above a threshold.</p>
Procurement	<p><b>Minimum</b></p> <p>Social value is considered in contracts. Social value is included in quality assessments as part of the quality and price matrix.</p>	<p><b>Developing</b></p> <p>Social value is included in all tenders over an agreed threshold.</p> <p>The Authority's measurement standard is adopted for all relevant tenders and consideration is given to contract size and scope to determine the measures to be applied.</p>	<p><b>Developing/ Mature</b></p> <p>Social value is included within procurement policies, and these are made available to all potential suppliers.</p> <p>The Authority's relevant standards are published to allow bidders to prepare their approach to social value in advance of tenders being published</p>

## APPENDIX 4

<p>Contract Management Reporting</p>	<p><b>Minimum</b></p> <p>Contracts are not monitored in any coherent way for social value post award.</p> <p>Limited or informal social value reporting and feedback only.</p>	<p><b>Developing</b></p> <p>Specific, targeted social value is included within the procurement stage.</p> <p>These are bound into the contract and performance monitored</p>	<p><b>Developing / Mature</b></p> <p>Annual feedback to the Combined Authority Board and Overview &amp; Scrutiny committee on social value creation. Robust reporting is in place on progress and delivery and published annually.</p> <p>Processes are in place to ensure lessons learnt and feedback is incorporated for continuous practice improvement including benchmarking.</p> <p>Meetings are regularly held with contractors to discuss delivery of social value</p>
<p>Supporting SMEs</p>	<p><b>Minimum</b></p> <p>Although there is a desire to support local SMEs, there is minimal commitment/ methodology to deliver this</p>	<p><b>Developing</b></p> <p>To extend the procurement strategy to cover</p> <ul style="list-style-type: none"> <li>Policy</li> <li>Relationships</li> <li>Engagement</li> <li>Procurement</li> <li>Contract Management</li> </ul>	<p><b>Developing</b></p> <p>Embed the additional strategic activities into all Authority procurements at the level of Mature</p>
<p>3.10.3 <b>Delivery Considerations</b></p> <p>(a) The achievement</p> <ul style="list-style-type: none"> <li>(i) Internal resource to manage and monitor delivery against these actions</li> <li>(ii) External support to aid in developing processes and templates</li> <li>(iii) A commitment from stakeholders to feed into the design of these processes</li> </ul>			

# APPENDIX 4

## 4 Monitoring and Reporting

### 4.1 Monitoring

4.1.1 Monitoring against the goals within the strategy will be an annual review process.

4.1.2 This will include consulting with various stakeholders and an assessment against the National Procurement Strategy behaviours

### 4.2 Reporting

4.2.1 Following each review, a report on progress will be shared with the board and updates to the strategy recommended.

### 4.3 Updating

4.3.1 This document will be updated following either an annual review or if updated guidance is issued by government such that it makes any of the goals no longer appropriate.

## APPENDIX 5

### CHAPTER 9: CONTRACT PROCEDURE RULES

#### 9.1 Procurement Overview

##### 9.1.1 Background

9.1.2 These rules set out how the Authority will contract their various requirements and how suppliers wishing to work for the Authority can access those opportunities.

9.1.3 Public Sector procurement is the process of acquiring goods, services and works for the delivery of an Authority's obligation to its residents and regional visitors.

9.1.4 Depending on the nature of the procurement, the value, and any specific social interests that the contract may attract, the procurement process must be designed to facilitate competition, optimise quality, and deliver value for money across the whole life cycle of the contract.

9.1.5 To ensure delivery of the above, all procurements must be carried out within a specific legal framework and based on principles of equal treatment, transparency, and non-discrimination.

#### 9.2 Governing Legislation

9.2.1 The Local Government Act 1972 section 135 requires Public Bodies to have standing orders for how they enter into contracts. These Contract Procedure Rules ("Rules") set out how the Combined Authority will deliver against this obligation.

9.2.2 All Procurements for Contracts, by Combined Authority staff or members (including where managed by an external organisation or public body on the Authority's behalf), MUST comply with these Rules, the Combined Authority's Financial Regulations, **Applicable Public Procurement Legislation** and all other relevant UK Legislation; *with 'applicable' relating to the date on which the procurement is commenced/ advertised, the framework/ DPS was established or where no competitive process is required, a purchase order is raised.*

9.2.3 Where there is a discrepancy between these rules and any procurement legislation, the procurement legislation is the dominant authority.

9.2.4 Where there is a conflict between the procurement legislation and any other relevant legislation (as identified during procurement planning) the Monitoring Officer must be consulted immediately to carry out a legal, project risk assessment.

9.2.5 Central Government guidance (Procurement Policy Notes (PPNs)) and the National Procurement Policy Statement (NPPS) should be considered when

designing a procurement for best practice guidance; however, they are generally not mandatory other than where specifically identified as such.

9.2.6 Guidance on when and how to apply current PPNs and the NPPS are set out in the **Combined Authority's Guidance document (to follow)**.

9.2.7 Non-compliance with any of these rules may constitute grounds for disciplinary action.

### 9.3 Application of the Rules (Regulated Procurements)

#### 9.3.1 These rules govern:

9.3.1.1 any contract for the supply (*for pecuniary interest*), of goods, services or works, (not exempt/ excluded under 1.4 below) **regardless** of value,

9.3.1.2 using Frameworks or Dynamic Purchasing Systems,

9.3.1.3 collaborative procurements,

9.3.1.4 consultancy requirements,

9.3.1.5 equipment hires or lease through rental agreements,

9.3.1.6 disposal of assets.

### 9.4 Excluded/ Exempted Contracts (Not Regulated)

9.4.1 **These rules do not apply to contracts that are classified as excluded/ exempted**, as defined by the **Applicable Public Procurement Legislation**; including but not limited to:

9.4.1.1 Authority to Authority (Subsidiary) arrangements, vertical or horizontal – subject to approval by the Procurement and Contracting Manager. e.g.

9.4.1.1.1 Vertical - The Combined Authority exercises a parent or similar control or joint control with other contracting authorities on the entity as it does with its own departments, the entity carries out more than 80% of its activities for the controlling authorities and there is no private sector money in the entity.

9.4.1.1.2 Horizontal - Public body to public body co-operation – to achieve objectives which the authorities have in common, through an arrangement that is solely for the public interest, and the parties perform less than 20% of the services covered by the arrangement on the open market.

9.4.1.2 Subject matter exemptions:

9.4.1.2.1 Certain types of legal advice e.g., relating to judicial proceedings and/ or dispute resolution

9.4.1.2.2 Certain types of financial advice e.g., funding or financing arrangements, investment services

- 9.4.1.2.3 Employment contracts
- 9.4.1.2.4 Purchases made at public auction or of goods sold due to insolvency
- 9.4.1.2.5 Land contracts (including leases, licences, and transfers)
- 9.4.1.2.6 Grants of money, these cannot be contracts as there is no consideration and they are not services required to be delivered by the Authority
- 9.4.1.2.7 Specialist Requirements e.g., concessions, emergency, public transport as defined within the current procurement legislation.
- 9.4.1.3 Any other arrangements excluded by the procurement legislation

9.4.2 More specific detail on what may fall into the excluded/ exempted categories is detailed within the supporting **Combined Authority's Guidance document (to follow)**, in **Schedule X (to follow)**; and reliability of that exemption/ exclusion should be confirmed by the Procurement & Contracting Manager and/ or the Monitoring Officer before incurring any expenditure.

## 9.5 Procurement Objectives

- 9.5.1 Procurement aims and objectives cover a variety of considerations and the specific outcomes to be achieved by a specific procurement should be agreed as part of the procurement planning process.
- 9.5.2 These objectives may include, but not be limited to, all or any of the following and their inclusion should be informed by and tailored to the specific nature and technical requirements of the procurement.
  - 9.5.2.1 Fair and transparent (and effective) competition
  - 9.5.2.2 Delivering Value for Money
  - 9.5.2.3 Maximising public benefit such as delivering Social Value
  - 9.5.2.4 Accountability/ Integrity
- 9.5.3 Further Guidance on what these mean and how to include them within a procurement is available in the **Combined Authority's Guidance document (to follow)**, and through the National Procurement Policy Statement and Public Policy Notices (PPNs).

## 9.6 Roles & Responsibilities

- 9.6.1 **The Procurement Manager (and function)** is responsible for all procurement process and compliance, including; ownership of Project Initiation Document and approvals, ownership of Gateway Process, procurement option appraisals and process design, procurement training, procurement process management (including responsibilities for all notices up to the publication of the Contract Award Notice, ownership of e-tendering portal, ownership and provision of all procurement templates (including Authority standard form contracts)),

completion/ approval of procurement template and reports, and oversight of all activities relating to waivers, contract modifications or termination.

**9.6.2 Contract Manager** is responsible for supporting the planning for and management of all contracts (regardless of how they are procured); specifically, feeding into procurement documents relating to contract management requirements, managing all applications for waivers, exemption or modification requests, owning the contract register (ensuring that information is kept up to date and that copies of contracts are attached) and forward planning for re-procurement of cyclical requirements, supporting Project Officers with contract management including financial and quality performance reporting, ensuring compliance with the Authority Governance requirements, publication of all mandatory and optional notices as required post the publication of the Contract Award Notice, ensuring all contract subject to the Gateway Process report in accordance with the stated procedures.

**9.6.3 The Project Lead/ Manager** is responsible for all pre-procurement governance and budgetary approvals, overseeing all technical document creation, organising any legal documents that are required, supporting all stages of the procurement process, co-ordinating the resourcing of tender evaluation and moderation sessions, completing any procurement related reports and any pre-contract governance requirements and working with Legal to finalise contracts all in accordance with this document, relevant procurement legislation and other associated legislation.

**9.6.4 The Monitoring Officer** is responsible for all legal decisions and activities; whether delegated to legal representatives or being actioned on behalf of the board. In the event of a disagreement within the project team relating to approach, legislation application, or any project governance, the decision will sit with the Monitoring Officer.

## **9.7 Separation of Duties**

**9.7.1** As part of the commitment to transparency, accountability, and service integrity, an individual that conducts a procurement, raises a purchase order, or requests a waiver cannot also approve one.

**9.7.2** All approval and awards therefore should be raised by one individual and approved by a different individual and in accordance with the decision value and this document.

## **9.8 Conflicts of Interest**

**9.8.1** Public procurement legislation, as part of ensuring that all processes are managed fairly and with integrity, will require all individuals and suppliers involved in the procurement to both identify/ disclose and mitigate any perceived and/ or actual conflicts of interest.

**9.8.2** Compliance with this requirement will include carrying out conflict of interest assessments where there is a perceived or actual conflict identified.

**9.8.3** All conflict-of-interest assessments must be recorded on a conflicts of interest register and kept under review during the whole life cycle of the procurement.



The assessment must also include details of any mitigations taken/ to be undertaken to mitigate potentially unfair outcomes; e.g., use of Ethical Wall agreements, use of alternative evaluators, etc.

9.8.4 The Procurement & Contracts Manager will own the register and in conjunction with the Monitoring Officer, advise on appropriate mitigations and risks.

## 9.9 Procurement Strategy

9.9.1 The Authority has established a Procurement Strategy that sets out the agreed approach and standard for designing and delivering procurement procedures.

9.9.2 **Combined Authority's Strategy and Policy document** has been created in consideration of the **Applicable Public Procurement Legislation**, Central Government guidance (Procurement Policy Notes (PPNs), ([Procurement policy notes - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/publications/procurement-policy-notes))), the National Procurement Policy Statement (NPPS) [National Procurement Policy Statement.pdf \(publishing.service.gov.uk\)](https://www.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/612222/npps-national-procurement-policy-statement.pdf), and best practice; It details the Authority's visions, medium term plan and the more immediate aims and objectives.

9.9.3 Officers are required to align their procurements to this Strategy; with guidance available from the Procurement and Legal teams.

## 9.10 Procurement Policy & Social Value

9.10.1 The Authority has created a Procurement Policy which details their commitment to delivering social value through their procurements, this being in consideration of the **Applicable Public Procurement Legislation**, the Public Sector (Social Value) Act 2012 and associated Procurement Policy Notes relating to delivering social value and the Social Value Model ([Procurement policy notes - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/publications/procurement-policy-notes)).

9.10.2 The Authority's commitments relate to creating opportunities to support the local economy, local jobs, training opportunities, as well as ensuring the wellbeing of both the staff and the communities in which we work.

9.10.3 Where Social Value is included within a procurement, it must be tailored to the 'purpose of the contract without increasing costs. Further detail is available in the **Combined Authority's Strategy and Policy Document** and the **Procurement Guidance Document (to follow)**

## 9.11 Partnership Arrangements

9.11.1 The Authority has entered into a number of arrangements with partner authorities for the purchase of various back-office services; officers must therefore liaise with procurement before commencing a new procurement for similar/ additional requirements to ensure that those arrangements are not breached or cause relationship problems across the Authority's partners.

## 9.12 Corporate Contracts

9.12.1 The Authority has established a number of corporate contracts, including but not limited to; stationery, treasury, insurance, and ICT services. officers must

therefore liaise with procurement before carrying out a separate/ an additional procurement for such requirements.

### 9.13 Use of Consultants

9.13.1 Where the Combined Authority requires the technical input of industry experts/ consultants to either resource and/or manage a procurement or inform a specification, or deliver a particular process, officers are required to ensure the following is applied:

- 9.13.1.1 The service is for a discrete (or multiple discrete) piece of work and/or is not backfilling a Combined Authority post.
- 9.13.1.2 The consultants are procured in accordance with these Rules.
- 9.13.1.3 The consultant is experienced in and fully understands all **Applicable Public Procurement Legislations** and agrees to be bound by them.
- 9.13.1.4 There is a clear specification of requirements and responsibilities set out in their appointment, including adherence to these rules and relevant legislation and that this is documented in the form of contract used.

### 9.14 Working with SMEs

- 9.14.1 The Authority is committed to making contracting opportunities accessible to all interested suppliers.
- 9.14.2 Officers, when designing a procurement, must consider the use of Lots, encouraging consortia bids, structuring the documents to be SME friendly, and setting financial participation thresholds to the minimum needed to manage risk.

### 9.15 Excluding Suppliers & Subcontractors

- 9.15.1 The Authority may exclude a supplier where they or one of their proposed subcontractors have exhibited behaviours that are unacceptable to the Authority.
- 9.15.2 Details of when and for what (mandatory and discretionary grounds) a supplier may be excluded is available in the **Applicable Public Procurement Legislations**.

### 9.16 Identifying Opportunities

- 9.16.1 All advertised procurements will be advertised and managed through the Authority's e-tendering Portal. **(insert Hyperlink)(to follow)**
- 9.16.2 Suppliers wishing to bid for Authority contracts should register on the portal.

### 9.17 Contracts Register

- 9.17.1 All current contracts are included on the Authority Online Contract Register. This includes details of the current supplier and the current contract expiry date.

9.17.2 The register is updated with details of all new contracts, regardless of how they were procured. *(insert Hyperlink)(to follow)*

## 9.18 Procurement – Planning, Design, Timings & Documentation.

### 9.18.1 Overview

9.18.1.1 The activities detail in this section applies where the spend is not exempted from these rules under Section 9.4 above.

9.18.1.2 Officers, members, and others responsible for spending public funds must consider all of the following legal and best practice obligations when designing a procurement.

**9.18.1.3** No procurement may proceed without an Officer having properly completed the **Procurement Instruction Document** and evidencing that they have considered all of the planning, documentation and process considerations detailed in this document) and that they have all the required approvals in place, (e.g., value, duration, lots, budget, risk, authority to procure/ award) all in accordance with the **Procurement Guidance Document (To follow)** and where there are significant risks or public interest, the **Authority Gateway Process. (To follow)**

### 9.19 Categories of Spend

9.19.1 All spend must be categorised before a procurement process can be designed; this is due to different categories and spend purposes having different financial thresholds and expectations. The categories and sectors for consideration include

9.19.1.1 **Goods** (supplies or products), **Services** (labour, consultants, or technical resources); or **Works** (Construction Projects);

9.19.1.2 **Utilities** (Gas, electric, Water, transport e.g. Buses on a fixed network), **Light Touch** (social Care, legal services, education), **Concession** (Supplier risk/ paid by service users), **Research** (for the benefit of the public), **Exempt/ Excluded** (Not Regulated)

### 9.20 Contract Durations and Duty to Consider Lots

9.20.1 Where a procurement process is required, an estimate/ maximum value must be calculated. This requires Officers to decide the contract duration (and potential extension) and any whether the requirement may be delivered by a single or multiple suppliers.

9.20.2 In determining the above, Officers must consider, the use of Lots and the potential benefit of working with (local) SMEs (and reduce overhead costs) with the opportunity to achieve economy of scale discounts, manage market uncertainty, and the benefits of a single supplier.

9.20.3 In considering and how to make opportunities accessible to SMEs, officers **MUST** ensure that they do NOT disaggregate, or sub-divide like of similar

requirements purely for the sole purpose of avoiding the rules for above threshold/ public contracts.

## 9.21 Estimating Contract Values

**9.21.1** The estimated contract value must include ALL monies that could be paid over the maximum life span of the contract (or Framework/ DPS), to the successful tenderer(s) regardless of the source; e.g., all planned and potential costs, additional requirements, fees/ commissions, contract extensions and/ or prizes/ participation costs plus any contingencies, whether funded by the authority, other grants or paid by service users. The total must also include VAT.

**9.21.2** This value must not be artificially inflated or disaggregated as it will feed into various decisions, including route to market, and assessing whether a supplier has the capacity (under a two times the annual value of the contract that a supplier may potentially be awarded)

**9.21.3** The above calculated value, calculations and assumptions must be documented in the **Procurement Instruction Document** and where it exceeds the Authority threshold for a Key decision, this must be notified to legal.

## 9.22 Thresholds

**9.22.1** Procurement Thresholds are category/ sector and value based; they determine which routes to market are available and rules must be followed.

**9.22.2** The Thresholds come from the **Applicable Public Procurement Legislation** (or Policy Notes) and are based on the Government Procurement Agreement (GPA).

**9.22.3** The rules and available routes to market are determined by whether the estimated contract value is deemed to be 'Above Threshold' (Covered Contracts) or 'Below Threshold'. [Current Thresholds PPN](#)

**9.22.4** For Below Threshold spend, the following table sets out a number of routes to market and the estimated value (which include VAT) and category/ sector rules for when a route is available for use.

Table 1 – Below Threshold procurement processes

Category/ Sector	Level 1 - Single Quote	Level 2 - Request for Quotes	Level 3a & b Simple Tender
Goods (G)	£0 to £9,999	£10,000 to £29,999	£30,000 to Goods £GPA (3a)
Services (S)	£0 to £29,999	£30,000 to £49,999	£50,000 to Services £GPA (3a)
Consultancy Services	£0 to £49,999	£50,000 to £GPA	
Licences	£0 to £199,999		

ICT G & Services	£0 to £199,999		
Works	£0 to £99,999	£100,000 to £499,999	£500,000 to Works £GPA (3b)
Light Touch	£0 to £99,999	£100,000 to £299,999	£300,000 to Light Touch £GPA (3a)
Concession (ALL)	£0 to £99,999	£100,000 to £499,999	£500,000 to £GPA(3a)
Utilities	£0 to £99,999	£100,000 to £499,999	£500,000 to £GPA(3a)
Frameworks & DPS	In accordance with Framework Rules (direct award up to £199,999 (where permitted) with further competition above £200,000)		

9.22.5 Regardless of the minimum obligations, Officers may choose (or may be instructed by procurement to) conduct a procedure in line with a higher level, including one which is for Above Threshold/ Covered Procurement, including issuing a Tender/ Contract notice to invite interested suppliers to submit a Tender.

9.22.6 The Procurement Manager may also mandate such a process where the estimate contract value is very close to the relevant £GPA Threshold, or the contract is considered to be high profile/ of public interest, or where it is a condition of the funding that a specific process must be applied.

9.22.7 An explanation of what is required for each procurement process/ level is provided below and with further detail being available in the **Procurement Guidance Document. (To follow)**

## 9.23 Risk Assessments

9.23.1 Officers are required to carry out a risk assessment as part of the project initiation and planning process, and at the very least, in the following situations:

9.23.1.1 where the procurement is both a Key Decision and Above Threshold (a Covered Procurement) AND/ OR

9.23.1.2 is establish a new Framework or DPS agreement with multiple suppliers

9.23.1.3 includes a Special Purpose Vehicle,

9.23.1.4 is for a contract duration in excess of five years,

9.23.1.5 includes design liabilities and/ or collateral warranties,

9.23.1.6 involves intellectual property,

9.23.1.7 involves a significant Health & Safety consideration,

9.23.1.8 is likely to be subject to significant inflation risks, or

9.23.1.9 where the spend relates to substantial direct awards or contract extensions that carry risks under the **Applicable Public Procurement Legislation**.

9.23.2 The outcome of the risk assessment must both be:

9.23.2.1 documented in the **Procurement Instruction Document** as it will feed into the process design and Gateway Process reporting requirement and

9.23.2.2 added to the Corporate Risk Register for monthly monitoring by the PMO and Project Lead.

## 9.24 Preliminary Market Engagement

9.24.1 Officers are required as part of designing both the procurement and the procurement documentation to consider running a **Preliminary Market Engagement** event where a contract has been assessed as high value, high profile, complex or specialist in nature, the market is saturated, made up of SMEs, or is suitable for a consortia approach; or as otherwise directed by Procurement. This decision and reason is to be documented in the **Procurement Instruction Document** and will feed into the process design and timescales.

9.24.2 Where a **Preliminary Market Engagement** event is to be used, it must be advertised, and the Authority must take reasonable steps to ensure that participants at an event do not have an advantage in the subsequent procurement.

9.24.3 All information shared before, during or after a **Preliminary Market Engagement** event must also be included within the subsequent procurement documentation.

## 9.25 Routes to Market, Document Requirement & Timescales

9.25.1 Depending on the Level/ route to market identified Table 1 – Below Threshold procurement processes, Officers should use the following table to determine the stages, activities, and documents to be included in the design of the procurement.

Table 2a – Document and Process Requirement Checklist

		Below Threshold			
		Level 1	Level 2	Level 3a	Level 3b
Stages	Activities/ Documents	Single quote	Request for Quotes	Simple Tender (G&S)	Simple Tender (Works)
Process for identifying/ inviting suppliers to quote/ tender	Identify suitable supplier (s)	✓	✓	X	X
	Include at least 1 local supplier	✓	✓	X	X
	Invite all Suppliers to tender	X	X	X	X
	Advert on e-tendering Portal	X	X	✓	✓
	Advert on Contracts Finder	X	X	✓	✓
	Advert on Find a Tender Service	X	X	X	X

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Communication methodology	Manage by email	✓	X	X	X
	Manage on portal	X	✓	✓	✓
Suitability assessment	Due Diligence Form - Capacity & Capability	X	✓	✓	X
	SSQ- Capacity & Capability	X	X	X	X
	SSQ- Selection Stage/ shortlisting	X	X	X	✓
Documentation to be provided	Specification	✓	✓	✓	✓
	Contract	✓	✓	✓	✓
	Tender Response Document	X	✓	✓	✓
	Form of Tender	X	X	✓	✓
	Tender Instruction inc. timescales	X	X	✓	✓
	RFQ Instructions	X	✓	X	X
Evaluation Methodology	Price Only Evaluation model	✓	✓	X	X
	Quality & Price Evaluation model	X	✓	✓	X
	Quality, Social Value & Price Evaluation model	X	X	✓	✓
Review/ negotiation opportunity	Acceptability Review	✓	X	X	X
	Opportunity to Negotiate	✓	✓	X	X
	Opportunity to refresh (ALL Suppliers)	✓	✓	X	X
process considerations	Min Number of evaluators	2	3	3	3
	Estimated timescales	2-4 weeks	4-6 weeks	6-10 weeks	12-14 weeks
Outcome notifications	Selection stage Outcome Letters	X	X	X	✓
	Award Outcome Letters to all suppliers	✓			
	Standstill	Optional			
	Award Notice - Contracts Finder (above £30k)	Over £30k incl. VAT			
	Contract Award Notice - Find a Tender Service	N/A			
	Modification Notice - Find a Tender Service	N/A			

For Procurement Above Threshold (Covered Procurements), the following table sets out the stages, activities, and documents to be included in the design of the procurement by Officers.

9.25.2 Further guidance on using both Tables 2a and 2b is available in the [Procurement Guidance Document. \(To follow\)](#)

Table 2b – Document and Process Requirements Checklist

Stages	Activities/ Documents	Above Threshold			Any Value	
		Level 4	Level 4	Level 4	Level 4	Level 4
		Open Tender	Other Processes	Direct Award	Use Existing Framework	Using Existing DPS
Process for identifying/ inviting suppliers to quote/ tender	Identify suitable supplier (s)	X	X	✓	X	X
	Include at least 1 local supplier	X	X	X	X	X
	Invite all Suppliers to tender	X	X	X	✓	✓
	Advert on e-tendering Portal	✓	✓	X	X	X

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	Advert on Contracts Finder	✓	✓	X	X	X
	Advert on Find a Tender Service	✓	✓	X	X	X
Communication methodology	Manage by email	X	X	X	X	X
	Manage on portal	✓	✓	✓	✓	✓
Suitability assessment	Due Diligence Form - Capacity & Capability	X	X	X	X	X
	SSQ- Capacity & Capability	✓	✓	✓	X	X
	SSQ- Selection Stage/ shortlisting	X	✓	X	X	X
Documentation to be provided	Specification	✓	✓	✓	✓	✓
	Contract	✓	✓	✓	✓	✓
	Tender Response Document	✓	✓	✓	✓	✓
	Form of Tender	✓	✓	✓	✓	✓
	Tender Instruction inc. timescales	✓	✓	✓	✓	✓
	RFQ Instructions	X	X	X	X	X
Evaluation Methodology	Price Only Evaluation model	X	X	X	X	X
	Quality & Price Evaluation model	X	X	X	X	X
	Quality, Social Value & Price Evaluation model	✓	✓	✓	✓	✓
Review/ negotiation opportunity	Acceptability Review	X	X	✓	X	X
	Opportunity to Negotiate	X	✓	✓	X	X
	Opportunity to refresh (ALL Suppliers)	X	✓	X	X	X
process considerations	Min Number of evaluators	3	4	2	2	3
	Estimated timescales	12-14 weeks	over 26 weeks	2 weeks	4-12 weeks	4-12 weeks
Outcome notifications	Selection stage Outcome Letters	X	✓	X	N/A	
	Award Outcome Letters to all suppliers	✓	✓	X	✓	✓
	Standstill	Mandatory			Optional	
	Award Notice - Contracts Finder (above £30k)	✓	✓	✓	✓	✓
	Contract Award Notice - Find a Tender Service	✓	✓	✓	Optional	
	Modification Notice - Find a Tender Service	In Accordance with Legislation				

### 9.26 Legal Considerations

#### 9.26.1 Contracts

9.26.1.1 Every Procurement must be accompanied by a Contract.

9.26.1.2 The contract may be a standard form, an amended standard form, a bespoke/ project specific contract, or a set of Heads of Terms; and these may be provided either in a finalised or draft form (depending on the route to market being used).

9.26.1.3 Legal are responsible for determining the appropriate form of contract and this must be documented in the **Procurement Instruction Document** as it will feed into various aspects of the process design.



9.26.1.4 The agreed form of contract must be made available to Tenderers before they are required to submit a price/ tender.

### 9.26.2 Bonds & Guarantees

9.26.2.1 All contracts over £250k will include an option for the Authority to request a Performance Bond and/ or a Parent Company Guarantee. The adoption and value of which are at the discretion of the relevant Director. The requirement is likely to be applied where the project or a contractor is deemed as a high risk for failure (likelihood and/or impacts). Advice is available from the procurement team, legal and finance.

9.26.2.2 Where a bond or guarantee is deemed necessary – this should be in a form acceptable to the Authority and in consideration of the form of contract being used

### 9.26.3 Non-Procurement Legislation

9.26.3.1 The design of any procurement must take into account all relevant legislation; as applies to the authority, the project, and the supply chain.

9.26.3.2 In the event that there is an incompatibility identified between two or more relevant pieces of legislation; this must be escalated to the Monitoring Officer for a decision.

## 9.27 Procurement Programme

9.27.1 In addition to the indicative timescales included in Tables 2a and 2b above, Officers will also need to plan for and include time allowances for complying with the Authority's approvals and reporting requirements. This being particularly significant where a procurement is classified as a Key Decision and/ or is to be monitored through the Gateway Process.

9.27.2 Officers should work with the Programme Management office (PMO) team and Contract Manager to create a procurement programme against which resource requirements can be managed.

9.27.3 Indicative timescales for different types of approvals are set out in the ***Procurement Guidance Document. (To follow)***

## 9.28 Procurement Documentation

### 9.28.1 Overview

9.28.1.1 The procurement document required will depend on the selected route to market, the stages, and the activities to be completed; Tables 2a & b above set out the minimum information, process and notification requirements that must be adhered to.

### 9.28.2 Notices

9.28.2.1 The publication of the various notices is a legal requirement both to create effective competition and ensure transparency in the spending of public

funds, the most commonly used notices and reasons for use are detailed below:

9.28.2.1.1A Tender/ Contract Notice – a Call for Competition / request for tenders from interested suppliers as part of ensuring effective competition

9.28.2.1.2A Contract Award Notice – Informing the market of a decision to award.

9.28.2.1.3 Contract Change Notices (Modification Notices) – Informing the market that the Authority intends to make a permitted modification to a contract.

9.28.2.2 Where the Authority is required to be published other notices to inform the market of other plans, events, decisions and/ or report information in accordance with the [Applicable Public Procurement Legislation](#), the Procurement Manager and/ or the Contract Manager will identify and publish them as required.

### 9.28.3 Instructions

9.28.3.1 Officers must ensure that they effectively communicate with all suppliers what the procurement process will involve (including selection and/ or negotiation stages), how long it should take and what is required from the supplier to submit a compliant quote/ tender.

9.28.3.2 In addition, it must detail how suppliers should communicate with the Authority during the procurement process and any rules for participation/ conditions of tendering.

### 9.28.4 Due Diligence / Standard Selection Questionnaire/ Conditions of Participation

9.28.4.1 It is essential that the Authority only appoint suppliers to deliver contracts that have the capability, capacity, and experience against the specific technical requirement and that they can achieve the project timescale and quality requirements.

(a) In addition, the Authority must ensure that all suppliers meet the legal, ethical, and social standards set out by Central Government. Further information on this is available at Gov.uk ([Standard Selection Questionnaire PPN](#))

### 9.28.5 Award Criteria (Evaluation Methodology)

9.28.5.1 Officers are required to design and effectively communicate the evaluation methodology that will be applied to the tender responses submitted by suppliers.

9.28.5.2 This must include detailing the split between quality, social value and prices and more specifically:

9.28.5.2.1 For quality and social value - the detailed questions and any response guidance, the scoring methodology/ matrix, and the importance weighting to be applied to each question

9.28.5.2.2 For Price – what value will be evaluated (including how it will be calculated) and the weighting allocated to the price.

9.28.5.3 One the Invitation to tender has been launched, this Award Criteria cannot be amended.

### 9.28.6 Form of Tender

9.28.6.1 All Suppliers will be required to sign a disclaimer when submitting their tender; specifically relating to their conduct during the procurement, there adherence to the condition of tendering, the acceptance of the contract terms and their agreement to hold their price open for a specific amount of time.

### 9.28.7 Document Format

9.28.7.1 All documentation and communication will be issued and returned electronically, the documents may, therefore, be issued as attachment in Microsoft or Adobe formats or built into and answered in the e-tendering portal.

## 9.29 Procurement Process & Contract Management

### 9.29.1 Procurement Launch

9.29.2 The Authority is required to publish a full set of procurement documents when they publish the contract/ tender notice. Table 2a & b above state when a notice is required and where it must be published.

9.29.3 Suppliers can access these opportunities from the following links:

9.29.3.1 [E-tendering portal hyperlink \(To follow\)](#)

9.29.3.2 [Contracts Finder - GOV.UK \(www.gov.uk\)](http://www.gov.uk)

9.29.3.3 [Find high value contracts in the public sector - GOV.UK \(www.gov.uk\)](http://www.gov.uk)

### 9.30 Process Management

9.30.1 All competitive procedures (level 2 and above) must be managed through the Authority's e-tendering Portal; including all of the following activities

### 9.31 Communication with Suppliers

9.31.1 All communication with suppliers should be, as far as practicable, be via electronic means; e.g., the e-tendering portal.

### 9.32 Clarifications

9.32.1 All clarifications (by suppliers and the Authority) must be raised and managed through the e-tendering portal.

- 9.32.2 Where a supplier asks a question, the questions and responses must be shared with all suppliers; an exception being where the supplier specifies that the question is commercially sensitive, and the Authority accepts this.
- 9.32.3 Where, as part of the evaluation process, the Authority identifies something that appears erroneous, needs to be clarified or was omitted, must also be raised through the e-tendering portal.
- 9.32.4 A record of all clarifications must be maintained.

### 9.33 Evaluation Process

- 9.33.1 Authority will identify a team Suitably Qualified and Experience Persons (SQEP) to carry out individual evaluations of their allocated question in accordance with the Selection/ Award Criteria as set out in the procurement documentation. All evaluators will then be required to attend a moderation session.
- 9.33.2 At selection stage, depending on the route to market, the Authority may down select participants, depending on which/ the design of the process.
- 9.33.3 At Award Stage, the quality, social value, and price evaluation will be carried out independently and not shared with evaluators until a formal recommendation is made.
- 9.33.4 The Authority has the right (but is not obliged) to seek clarification on the submissions as part of the process. Where this prerogative is utilised, all suppliers will be treated equally.

### 9.34 Negotiations

- 9.34.1 Negotiations will only be permitted where this is expressly stated in the procurement documentation and will be carried out in compliance with the stated process.
- 9.34.2 If a supplier attempts to negotiate a contract post award where this is not permitted, the Authority may disregard the supplier and award to the next ranked supplier.

### 9.35 Preferred Supplier Identification & Assurance

- 9.35.1 Once the evaluation process is complete, a preferred supplier will be identified, and the supplier suitability previously carried out refreshed to ensure that they are still a suitable/ capable supplier.

### 9.36 Award Decisions and Approvals

#### 9.36.1 Tender Report (Audit Trail)

- 9.36.1.1 Following the completion of the procurement process, the Authority will comply with its obligations to justify and document the outcome and its recommendations. This includes where a Direct Award is made.

### 9.36.2 Award Governance

9.36.2.1 Before suppliers can be notified of the recommendation, the decision to award must be approved in accordance with the Authority's scheme of delegation (and depending on value/ risk, in accordance with a Gateway process)

### 9.36.3 Supplier Notifications

9.36.3.1 Once approved, the Authority will collate and provide each supplier with an assessment summary/supplier feedback. This to include the scores and information about the Authority's assessment (reason for the scores awarded). Unsuccessful suppliers must also be provided information relating to the successful supplier

### 9.36.4 Standstill Period & Contract Award Notice.

9.36.4.1 For all Above Threshold/ covered procurements, the Authority must apply a standstill period before entering into the contract. (Excluding Utilities, Light Touch or contracts awarded under a framework, in which cases as standstill period is optional)

9.36.4.2 The standstill period must be applied, and a Contract Award Notice published in accordance with **Applicable Public Procurement Legislation**.

### 9.37 Spend Approval & Contract Execution Thresholds

9.37.1 All contracts must be signed or executed in accordance with the following rules:

	Works – executed as a Deed	
Monitoring Officer	All works contracts regardless of value	
	Goods & Services – signed underhand	
Responsible Officer	Up to £25k exc. VAT	Up to £30k inc. VAT
Project Finance Officer	Up to £100k exc. VAT	Up to £120k inc. VAT
Project Director	Up to £250k exc. VAT	Up to £300k inc. VAT
Monitoring Officer	Up to £500k exc. VAT	Up to £600k inc. VAT
Key Decisions Process	Over to £500k exc. VAT	Over £600k inc. VAT

9.37.2 A record of the contract and a copy of all executed contracts must be added to the Contract Register (with physical copies of contracts executed as a deed stored securely).

### 9.38 Contract Management

9.38.1 Contract Review

- 9.38.1.1 The Contract Manager will ensure that all contracts are reviewed regularly to ensure the stated deliverables are being achieved, specifically
- 9.38.1.2 Performance Management – that any included Key Performance Indicators are being satisfactorily achieved and any associated reporting is completed
- 9.38.1.3 Financial and Payment Performance (including Late Payments) – that the Authority and the Supplier are meeting their payment obligations; including making late payments were due.

9.38.2 Modifications

- 9.38.2.1 All modifications must be managed in accordance with the contract and in compliance of what is permitted under the **Applicable Public Procurement Legislation**.
- 9.38.2.2 A record of all changes must be made and reported in accordance with both the Authority’s governance requirements and the **Applicable Public Procurement Legislation**.

9.38.3 Termination

- 9.38.3.1 In the event that any performance requirements are not being met, the Authority may terminate the contract in accordance with the stated contract clauses. Where required, this to be reported in accordance with the **Applicable Public Procurement Legislation**.

9.39 Other Procurement Considerations

9.39.1 Waivers & Exemption Approvals

- 9.39.1.1 Where an officer seeks to deviate from the requirements of this document a waiver must be completed and approved in accordance with the following rules:

	Activity	Approval Requirements
Exemption from obtaining quotes (level 2)	Under £25k (exc. VAT) (Goods) The responsible officer must complete and sign the template	The completed (signed) form must then be approved by both Procurement and Legal
	Over £30k up to £100k (exc. VAT) (Services) The responsible officer must complete and sign the template and also have it approved by the Project Finance Officer	
	Over £100k (exc. VAT) up to £GPA threshold (Goods & Service) The responsible officer must complete and sign the template and also have it approved by the Project Finance Officer and the Project Director	

	Over £100k up to £500k (exc. VAT) (Works, Concessions, Utilities) The responsible officer must complete and sign the template and also have it approved by the Project Finance Officer, the Project Director, and the Monitoring Officer	
Exemption from advertisement (level 3)	Under £GPA threshold (Goods & Service) The responsible officer must complete and sign the template and also have it approved by the Project Finance Officer and the Project Director	The completed (signed) form must then be approved by both Procurement and Legal and where a Key Decision, the individual(s) with delegated authority.
	Over £300k up to £500k (exc. VAT) (Light Touch) The responsible officer must complete and sign the template and also have it approved by the Project Finance Officer, the Project Director, and the Monitoring Officer	
	Over £500k (exc. VAT) up to £GPA threshold (Works, Concessions, Utilities) Spend over this value is a Key Decision and so must be taken to Board for approval by the Project Director and Monitoring Officer	
Exemption from further competition under a framework	Over £200k up to £500k (exc. VAT) (ALL) The responsible officer must complete and sign the template and also have it approved by the Project Finance Officer, the Project Director, and the Monitoring Officer	The completed (signed) form must then be approved by both Procurement and Legal

9.39.1.2 Where a contract is awarded under a waiver and is over £30k Inc. VAT, a Contract Award Notice must be published on Contracts Finder and the contract added to the Contract Register

9.39.1.3 Where an Officer deems that the proposed expenditure is exempt from these rules, the Officer must complete a procurement exemption form regardless of value and/or category/sector. This must be approved by Procurement and Legal.

## 9.40 Collaborative Procurements

9.40.1 Where the authority is required under its own powers or at the request of a partner authority to procure on its behalf, those procurements must comply with **Applicable Public Procurement Legislation**, and legislation more generally,

9.40.2 Each Authority must comply with their own rules with regards Financial, Procurement and delegated authority requirements; and then equally, their own scheme of delegation for contract signature.

## 9.41 Purchase Cards

- 9.41.1 The authority operates a purchase card facility; these are used for low value or one-off incidental spend where it is not efficient to carry out a competitive process.

#### 9.42 Community Right of Challenge

- 9.42.1 Section 81 of the Localism Act 2011 permits relevant bodies (charities, community bodies, town and parish Authority Services and Staff) to submit Expressions of Interest to provide Authority Services. Corporate Services shall maintain and publish a timetable for the submission of interest. Any such expressions shall be forwarded to the Transformation Team.

#### 9.43 Disposal of Goods & Assets

- 9.43.1 Where the Authority has goods or assets that are no-longer required these are to be disposed of through a closed-bid auction process. The Authority has an eBay account for this purpose and any department wishing to use it needs to do so through the Procurement team.

### 9.44 Grants

#### 9.45 Application Process

- 9.45.1 The Authority is the recipient and administrator of substantial funding from central government and potentially, other funders.
- 9.45.2 Where this funding is to be granted to organisation to deliver specific aims and objectives for the Cambridgeshire and Peterborough communities, this will be administered through a formal process.
- 9.45.3** This process, in support of the Authority's commitment to transparency and equal treatment, will require organisation to submit a formal Grant Application; further details of how this works and what applicants need to do to be considered for different funding can be found in the Authorities ***Grant Application Guidance Document. (To follow)***
- 9.45.4 The Authority reserves the right to apply a funding specific application process (subject to approval by the Monitoring Officer) where the Authority's standard grant application process is deemed insufficient for reasons such as the scope, the specific delivery requirements and/ or the funding and reporting obligations are complex.

#### 9.46 Grant Agreements

- 9.46.1 Where a grant is issued, it must be awarded in accordance with the Authority's process for advertising, selecting, and awarding grants.
- 9.46.2 All grants must include:
- 9.46.2.2 Details of what the applicant has committed to provide for the funding.
- 9.46.2.3 Payment details including any payment conditions and frequency; and



9.46.2.4 Any flow-down requirements relating to obligations that apply to the Authority; including where relevant, reporting and clawback options

9.46.3 All grants which include clawback options **MUST** be executed as a Deed.

#### 9.47 Monitoring & Reporting

9.47.1 A register of all grants issued must be maintained, this to include details of the recipient, the value, the funder, and the purpose.

9.47.2 Where the funding including reporting or other delivery/ payment obligations, this information must also be included in the register; e.g., conditions, monies paid, and delivery against the funding.

9.47.3 Where the grant includes reporting obligations, periodic meetings (as agreed as part of the grant agreement) must be held between the recipient and the Authority to ensure the recipient is both delivering as per their application and providing the required information. Notes and data from these meetings must be stored against the Grant Register.

## APPENDIX 6

### CHAPTER 9: PROCUREMENT AND CONTRACT PROCEDURE RULES

#### 9.1 Procurement Overview

##### 9.1.1 Procurement Definition

9.1.1.1 Public Sector procurement is the process of acquiring goods, services and works for the delivery of an Authority's obligation to its residents and regional visitor. The process must be carried out within a specific legal framework and based on principles of equal treatment, transparency and non-discrimination such that for contracts over a specified value or specific social interest may be tendered for by any interested and appropriately qualified organisation. This is to ultimately achieve the optimal solution that also provides value for money across the whole-life of the process and contract.

##### 9.1.2 Governing Legislation

9.1.2.1 The Local Government Act 1972 section 135 requires Public Bodies to have standing orders for how it enters into contracts. These Contract Procedure Rules ("Rules") set out how the Combined Authority will deliver against this obligation.

9.1.2.2 All Procurements for Contracts, by Combined Authority staff or members (including where managed by an external organisation or public body on the Authority's behalf), MUST comply with these Rules, the Combined Authority's Financial Regulations and all applicable and UK Legislation; specifically (but not limited to):

- a. The Local Government Act 1972
- b. Public Contract Regulations 2015 (PCRs)
- c. Concession Contracts Regulation 2016 (CCRs)
- d. Equality Act 2010
- e. Bribery Act 2010
- f. Localism Act 2011
- g. Social Value Act 2012
- h. Modern Slavery Act 2015
- i. General Data Protection Regulation 2016 (SI 2016\679)
- j. Freedom of Information Act 2000
- k. Transparency Code 2015
- l. National Procurement Policy Statement 2021

- 9.1.2.3 Where there is a discrepancy between these rules and any procurement legislation, the procurement legislation is the dominant authority.
- 9.1.2.4 Where there is a conflict between the procurement legislation and any other relevant legislation as listed above (or otherwise identified during the process) the Monitoring Officer must be consulted immediately to carry out a legal, project risk assessment.
- 9.1.2.5 Central Government guidance (Procurement Policy Notes (PPNs)) should be considered for best practice but do not override these rules or legislation.
- 9.1.2.6 Government has issued a procurement policy note (05/21) requiring that contracting authorities familiarise themselves with the contents of the National Procurement Policy Statement. The Statement advises that contracting authorities should have regard to the following national priorities in their procurement where it is relevant to the subject matter of the contract, and it is proportionate to do so:
- creating new businesses, new jobs and new skills
  - tackling climate change and reducing waste, and
  - improving supplier diversity, innovation and resilience
- 9.1.2.7 The National Procurement Policy Statement affirms the requirement to comply with legal obligations including those in the UK-EU Trade and Cooperation Agreement, and these obligations include the binding commitment to fair and open competition which is assured by the Public Contracts Regulations.
- 9.1.2.8 The procurement policy note also advises that contracting authorities should consider whether they have the right policies and processes in place to manage the key stages of commercial delivery identified in this statement where they are relevant to their procurement portfolio. They should consider whether they have the right organisational capability and capacity with regard to the procurement skills and resources required to deliver value for money.
- 9.1.2.9 Non-compliance with any of these rules may constitute grounds for disciplinary action.

### 9.1.3 Application of the Rules

#### **These rules govern**

- 9.1.3.1 ALL purchases of works, goods and services (including consultancy requirements and equipment hire or lease through rental agreements) across the whole Combined Authority, regardless of value, as covered by Chapter 1 and 2 of the PCRs and not excluded by Regulation 10, PCRs.
- 9.1.3.2 The use of external frameworks and Dynamic Purchasing Systems.

9.1.3.3 Procurements under the Light Touch Regime Procurements, as covered by Chapter 3 of the PCRs.

9.1.3.4 Below threshold procurements under Chapter 8 of the PCRs.

9.1.3.5 The procurement of Concession contracts as set out in the CCRs.

9.1.3.6 ALL collaborative procurements with other public bodies.

9.1.3.7 The Disposal of Assets or goods by the Combined Authority.

**They DO NOT apply to:**

9.1.3.8 Supply of works, goods and services by the Authority to another authority, subject to the agreement of the Procurement and Contracting Manager.

9.1.3.9 Purchases through local authorities, government bodies or public agencies, (eg police, health or other similar authorities) where the procurement rules of that organisation have been approved by the Procurement and Contracting Manager as complying with these Rules, or the contract is agreed in cooperation or partnership eg section 75 agreements.

9.1.3.10 Public body to public body co-operation - contracts with other public bodies where the parties come together to deliver a public service, under the following conditions:

(a) achieve objectives which are common to both parties; and

(b) the arrangement is solely for the public interest; and

(c) the parties perform less than 20% of the services covered by the arrangement on the open market.

9.1.3.11 In-house awards (this is where the Combined Authority awards a contract to an entity it controls or controls jointly with other contracting authorities) as prescribed in regulation 12 PCRs. This exemption will only apply if all of the following conditions are met:

(a) The Combined Authority exercises a similar control or joint control with other contracting authorities on the entity as it does with its own departments;

(b) The entity carries out more that 80% of its activities for the controlling authorities;

(c) There is no private sector money in the entity.

9.1.3.12 Employment contracts.

9.1.3.13 Purchases made at public auction or of goods sold due to insolvency.

9.1.3.14 Land contracts (including leases, licences and transfers).

9.1.3.15 Grants of money, these cannot be contracts as there is no consideration

and they are not services required to be delivered by the Authority.

9.1.3.16 Funding or financing arrangements.

9.1.3.17 Any other arrangements excluded by the PCRs.

#### 9.1.4 Services Excluded under Regulation 10 PCRs

9.1.4.1 The services excluded under Regulation 10 PCRs:

- (a) Legal advice that may lead to or is in preparation for Judicial Proceeding, or representation at judicial proceedings;
- (b) Arbitration or conciliation;
- (c) the purchase or sale of any interest in land, (including leasehold interests);
- (d) Financial advice for the sale, purchase or transfer of sureties;
- (e) Audio-visual/radio broadcasts;
- (f) Arbitration/legal advice for either the preparation or representation in legal proceedings that may result in a court hearing;
- (g) Loans;
- (h) Employment contracts between an individual and the Combined Authority;
- (i) Public transport by rail or metro;
- (j) Political campaigns;
- (k) Civil Defence

9.1.4.2 Where there is any doubt as to whether the procurement is covered by these rules, officers are required to seek advice from the Procurement and Contracting Manager.

## 9.2 Procurement Objectives

9.2.1 The Combined Authority seeks to achieve more than just the practical element of the contract from the procurement process; as such, every

contract must be let in consideration of the following objectives:

- (a) Regulatory Compliance (open markets and equal opportunity for all providers, fair & transparent process in accordance with the procurement principles in Regulation 18 PCRs);
- (b) Accountability;
- (c) Value for Money (proportionality, efficiency and economy);
- (d) Efficient Procurement Process;
- (e) Support of Horizontal Policies such as implementing social, environmental and industrial commitments, at a proportionate level, in accordance with the Combined Authority's Policies and Procurement Guidance Document.

9.2.2 Excluding item 1 – the level of priority of each of the other objectives is to be set by the Combined Authority, as detailed in this document.

### 9.2.3 Roles and Responsibilities

9.2.3.1 The following lists detail the various procurement activities and where the responsibilities for each sit.

#### Procurement and Contracting Manager (directly or through delegation)

- (a) Responsibility for the Rules, guidance documents and procurement templates.
- (b) Design, implementation and management of a Procurement Gateway Process.
- (c) Provision of Procurement Advice and assistance on all expenditure, including route to market and contract choice.
- (d) Overview and management of any frameworks and corporate contracts.
- (e) Oversee all exemptions to the PCRs and these rules.
- (f) Organising and running market engagement events.

- (g) Provision of advice on commercial structure and evaluation methodology.
- (h) Appointment of external legal support for complex procurements.
- (i) Management of the e-tendering portal.
- (j) Tender Moderation.
- (k) Signing off All Regulation 84 Tender Reports for process compliance.
- (l) All formal Procurement correspondence.
- (m) Collating/populating all Contract Documents and ensuring signature
- (n) Oversee contract monitoring and all contract variations.
- (o) Attendance at bi-annual contract management meetings.
- (p) Management and monitoring the Contract Register.
- (q) Forward Planning of cyclical requirements.

Chief Finance Officer (directly or through delegation)

- (a) Development and implementation of the Financial Regulations.
- (b) Approving budgets for procurement of contracts.
- (c) Signing of All Regulation 84 Tender Reports for budgetary compliance.

Monitoring Officer (directly or through delegation)

- (a) General advice as required.
- (b) Lawfulness and governance of complex procurement decisions taken.
- (c) Provision of any legal document requirements and support managing external legal services.
- (d) Signing of All Regulation 84 Tender Reports for governance

compliance.

- (e) Approval of all contract documents before signature.
- (f) Approval of all waivers to these rules.
- (g) Approval of any contracts awarded under Regulation 32.

#### Directors

- (a) Project approval and authority to proceed.
- (b) Signing of All Regulation 84 Tender Reports for Award Approval.

#### Contract Managers

- (a) To following the instructions of the Procurement and Contracting Manager and Monitoring Officer.
- (b) Development of Project Initiation Documents and Gateway reports.
- (c) Confirmation of Project Budget & Authorisation to Procure.
- (d) Creation of Contract Specification and Contract Management requirements.
- (e) Managing any technical enquiries during a procurement process.
- (f) Evaluation of tender returns.
- (g) Complete the tender report.
- (h) Manage the delivery of the contract in accordance with the specification, tender return and the contract management processes included in the contract.

#### All Officers Must:

- (a) Comply with the Combined Authority's Financial Regulations.
- (b) Declare any gifts or hospitality received either before, during or after the procurement to the Head of Procurement.
- (c) Not disclose any confidential information to unauthorised persons.



- (d) Conduct the procurement process in a fair, open and transparent manner.
- (e) Ensure the process delivers value for money.

#### 9.2.4 Use of Consultants

9.2.4.1 Where the Combined Authority requires the technical input of industry experts/ consultants to either resource and/or manage a procurement or inform a specification, or deliver a particular process; officers are required to ensure the following is applied:

- (a) The service is for a discrete (or multiple discrete) pieces of work and/or is not backfilling a Combined Authority post.
- (b) The consultants are procured in accordance with these Rules.
- (c) The Consultant is experienced in and fully understands all Public Procurement Legislations and agrees to be bound by them.

There is a clear specification of requirements and responsibilities set out in their appointment, including adherence to these rules and that this is documented in the form of contract used.

#### 9.2.5 Procurement Process Planning

9.2.5.1 As part of the initial procurement planning process, officers are required to consider the impact of legislation, financial and time constraints along with any of project specific requirements.

##### 1. Category of Spend

9.2.5.2 The procurement process to be applied is firstly determined by the category of spend and then the contract value, such that before beginning the process this needs to be ascertained.

9.2.5.3 The categories of spend are

- (a) Goods (supplies or products);
- (b) Services (labour, consultants or technical resources);
- (c) Works (Construction Projects);
- (d) Light Touch Regime Services (Hospitality/ Catering, Education/

Training, Security, Legal Services);

- (e) Concession Contracts (contracts where the supplier's revenue is through the exploitation of an asset e.g. running a café owned by the authority);
- (f) Regulation 32 PCRs (Non-competitive Direct Awards);
- (g) Regulation 10 PCRs Excluded Contracts;
- (h) Regulation 14 PCRs Research & Development.

### **9.3 Contract Value Estimation**

9.3.1 The estimated value of a contract is based on either; the money to be paid by the Authority to the successful tenderer (Regulation 6 PCRs) or the value to the market (Regulation 8 CCRs) of the contract.

9.3.2 A contract value should be calculated as follows:

- (a) A lump sum contract – this is a one-off, capital project, only used by one project/team where the contract value is the total budget available (including any contingency).
- (b) A periodic contract – this is where there is an annual, regular, potentially on-going requirement, by the authority – the contract value is the potential annual spend (across the whole Authority) multiplied by the number of years the contract is to run (including any extensions).
- (c) A concession contract – this is a term contract over a number of years whereby the revenue is paid based on usage levels, and usually by the service users, without any guarantee of full recompense or profit.

9.3.3. The value of any contract is the TOTAL maximum, potential or reasonably foreseeable spend over the whole duration of the contract (including extensions) for a given requirement.

9.3.4 The Authority MUST NOT disaggregate or sub-divide like or similar requirements for the purpose of avoiding the procurement from being regulated. (Regulation 5, PCRs or Regulation 7, CCRs). Procurements below these thresholds are still subject to delivering value for money but the nature of the procurement process may be defined by the authority and needs to be proportionate to the value, effort and market interest in consideration to the nature of the purchase.

**(a) See Schedule 1 for current thresholds across all relevant legislations**

**9.4 Partnership Arrangements**

9.4.1 The authority has entered into a number of arrangements with partner authorities for the purchase of various back office services; officers are required to liaise with procurement before commencing an external procurement to ensure that those arrangements are not breached or cause relationship problems across the authority's partners.

**9.5 Procurement Gateway Process**

9.5.1 The Procurement and Contracting Manager in consultation with the Monitoring Officer, shall publish and oversee a gateway process that reviews and approves the approach to procurement and ensures that these rules, legislation and best practice are adhered to along with monitoring the delivery of value for money and social obligations. This process to be monitored by an officer board based on value and/ or complexity. The details of the Procurement Gateway Process will be maintained on the Combined Authority internal website.

Pre- Procurement Contract Approvals

9.5.2 Where the procurement is not required to be monitored under the gateway process the project officer must still provide evidence to the Procurement and Contracting Manager that they have the necessary director, committee or board approvals to procure and subsequently award a contract based on specified value.

9.5.3 The Project Officer must also liaise with the Governance team to ascertain if the procurement is a Key decision and based on this, place the contract on the Forward Plan in accordance with the Authority's Constitution.

**9.6 Procurement Timescales**

9.6.1 Officers should allow the following minimum timescales for each of the identified routes:

- (a) Single quote - approximately two weeks
- (b) Three quotes - approximately six weeks
- (c) Below FTS threshold tender - approximately 10 weeks
- (d) Above FTS threshold tenders - OPEN procedure – approximately 14 weeks

- (e) Negotiated Procurement - at least 26 weeks

## **9.7 Application of Non-Procurement Legislation**

9.7.1 Officers are required to consider whether the procurement process and decisions are affected by other relevant legislation. A list of the more obvious ones to be considered and their impact on procurement are available in the procurement guidance documents and will need to have been considered as part of the Gateway process to ensure a holistic approach is adopted and transparently procured.

## **9.8 Conflicts of Interest (Regulation 24 PCRs)**

9.8.1 The Public Procurement Legislations are designed to prevent corrupt practices and the application of any preferential treatment or discrimination of any suppliers. As such the following rules apply:

All members, officers, contract managers or organisations procuring on behalf of the Combined Authority must avoid any potential conflict between their own (or family/ friends) interests and the interests of the Combined Authority as detailed in the Combined Authority's Code of Conduct.

9.8.2 Where an interest (financial or personal) is identified this must be reported to the Procurement & Contracting Manager such that any identified risks can be minimized. Where such a conflict is identified and cannot be suitably mitigated to the Procurement & Contracting Manager's satisfaction, that person may not participate in the procurement or evaluation process.

## **9.9 Separation of Duties**

9.9.1 A procurement, contract, purchase order or waiver cannot be raised and approved by the same person.

9.9.2 Where a contract manager completes the practical element of a procurement process, a procurement form or makes another recommendation, the award must be agreed by a Director.

## **9.10 Risk Assessment**

9.10.1 Officers are required to complete a risk assessment for approval by finance and legal on all procurements that are deemed high risk based on the following

- (a) Is of political or public interest;
- (b) Is over FTS threshold;

- (c) Is being awarded under Regulation 32 PCRs; or
- (d) Is being varied/extended under Regulation 72 PCRs;
- (e) Includes the setting up of a Special Purpose Vehicle;
- (f) Includes a lease arrangement, advance payment or holding funds on behalf of another entity;
- (g) Is for a duration over five years;
- (h) Includes design liability, intellectual property rights or a requirement for collateral warranties.

9.10.2 Officers should use the Combined Authority's standard templates and ensure they are added to the corporate risk register before the procurement commences and then monitored throughout the process and life of the contract.

### 9.11 Bonds and Parent Company Guarantees

9.11.1 The requirement for a bond or parent company guarantee (and its value) is at the discretion of the relevant Director.

9.11.2 An optional requirement for a Bond or Parent Company Guarantee should be included as part of all procurements over £250k such that it creates both; a means to assess the financial stability of a tenderer and an option to mitigate any identified performance risks of the preferred supplier. Evidence of the bond's availability (even if not required) should be obtained before award.

9.11.3 Where the project or a contractor is deemed as a high risk for failure (likelihood and/or impacts), advice should be sought from Procurement, Finance and Governance in deciding if the provision of the bond is required.

9.11.4 Where a bond or parent company guarantee is deemed necessary – this should be in a form acceptable to the Combined Authority and in consideration of the form of contract being used.

### 9.12 Routes to Market

9.12.1 The route to market is selected based on a number of considerations as set out below.

Where possible, **Officers are recommended to consider whether to use either an existing framework (or one procured by a partner authority) so as to minimise procurement costs and process time.**

Where the value is below FTS threshold or it has been agreed with procurement that the requirement is non-standard, or a framework may not deliver the optimal solution, be that because the supplier base is unsuitable or too limited, framework rates do not offer value for money or the requirement requires an ability to negotiate, then alternative routes should be considered in conjunction with procurement and legal or through the 'gateway' process.

These processes available are as set out below.

### 9.13 Process Types

9.13.1 Procurements can be split into two categories; regulated and non-regulated.

#### Non-Regulated (below FTS Threshold) Procurements

9.13.1.1 These can, in addition to using the regulated routes, be used based on value:

**Direct Award** – a single supplier quote from a local/SME supplier who is selected based on previous knowledge, a recommendation or a local supplier list (where one exists).

**Quotes Process** – between three and five suppliers are selected to provide a quote detailing how they will deliver a project and the costs. Suppliers to be selected based on being local/ SMEs with either previous knowledge, on a recommendation or from a local supplier list (where one exists).

#### Regulated (above FTS Threshold ) Procurements

**OPEN Tender (Regulation 27 PCRs) – DEFAULT ROUTE** - single stage, advertised process. This route is for standard purchases where the requirements are clear – it does **not** include any scope for negotiation of any of the element of the tendered information. All compliant submissions must be evaluated.

**RESTRICTED Process (Regulation 28 PCRs)** – two stages, advertised process. This route is for standard purchases where the requirements are clear – it does **not** include any scope for negotiation of any of the element of the tendered information. Suppliers are shortlisted to tender following an initial supplier qualification process. This route is most suited to extensive markets to ensure proportionality of process and cost.

**COMPETITIVE PROCESS with NEGOTIATION (Regulation 29 PCRs)** – multi-stage, advertised process. Includes the ability to negotiate on predefined elements. Suppliers are shortlisted to tender following a supplier qualification process, and then following each round of negotiations based on the predefined scoring criteria. This is used where the desired outcome of the procurement is known but how

it is to be achieved is less clear.

**COMPETITIVE DIALOGUE (Regulation 30 PCRs)** – multi-stage, Advertised process. Includes the ability to discuss and define any unknown requirements. Suppliers are shortlisted to tender following a supplier qualification process, and then following each round of dialogue based on the predefined scoring criteria. This is used where the desired outcome of the procurement is unclear as to how it is to be achieved.

**INNOVATIVE PARTNERSHIP (Regulation 31 PCRs)** – multi-stage this is used where you want to purchase something that isn't already available in the market and needs to be created. The procurement process is based on a set of minimum requirements and desirable outcomes – the process can only be used with the approval of Procurement.

**FRAMEWORK (Regulation 33 PCRs)** – This can be procured through any of the procedures in this list and is an arrangement with one or more suppliers to provide the requirements on an as required basis with no fixed commitment. The Framework has a maximum duration of four years and subsequent awards can be made either by a direct award based on the framework prices or through further competition and evaluation – depending what has been specified in the Framework Agreement. Contracts awarded under the framework can run past the framework end date where set up to facilitate this.

**DYNAMIC PURCHASING SYSTEM (DPS) (Regulation 34 PCRs)** - this is an approved list, on to which suppliers can be added at pre agreed intervals. Suppliers are added based on the completion of the first stage of a RESTRICTED procedure and their demonstration of technical ability and previous experience. All subsequent awards must be through further competition and price/ quality evaluation.

**FURTHER COMPETITION (from an existing framework)** – this is where you are inviting the suppliers already on a compliantly procured framework or DPS to submit a qualitative proposal and price for your specific requirements. (where this is from a framework the prices/rates are capped at the framework prices).

**BESPOKE COMPETITIVE PROCESS** – this can only be used under the Light Touch Regime and will be defined and managed by procurement. **(Regulation 76, PCR or Regulation 36 CCR).**

**DESIGN COMPETITION (Regulation 80 PCRs)** - These are for the design of unique construction projects.

**NEGOTIATED PROCEDURE WITHOUT ADVERTISEMENT – (Regulation 32 PCRs)** – this route can only be used in exceptional circumstances and must be agreed by Procurement and the

Monitoring Officer and documented on a waiver. Potential for use include: lack of competition, urgency or exclusive rights.

## 9.14 Below FTS Threshold Requirements

9.14.1 The procurement process is to be selected based on its category and its value, this is to ensure that the process is proportionate, transparent and can demonstrate value for money in consideration of the project requirements and other constraints such as urgency or protected rights.

### Goods and Services Contracts

- (a) Single quote up to £9,999
- (b) Three quotes between £10,000 and £49,999 (RFQ process)
- (c) Advertise on Contracts Finder between £50,000 and the FTS threshold (Tender Process)

#### Recruitment Consultant Appointments

- (a) Single quote up to £24,999
- (b) Three quotes between £25,000 and £99,999 (RFQ process)
- (c) Advertise on Contracts Finder between £100,000 and threshold (Tender Process)

#### Works and Concession Contracts

- (a) Single quote up to £49,999
- (b) Three quotes between £50,000 and £499,999 (RFQ process)
- (c) Advertise on Contracts Finder between £500,000 and above FTS threshold (Tender Process)

#### Light Touch Regime (including training and legal requirements)

- (a) Single quote up to £49,999
- (b) Three quotes between £50,000 and £199,999 (RFQ process)
- (c) Advertise on Contracts Finder between £200,000 and above FTS threshold (Tender Process)

#### Quotes Process

9.14.2 Where requests for quotations are made, these should be from local suppliers where possible and where permissible under the law, either from a known local list or identified through the e-tendering portal of registered suppliers. Where none are known, the opportunity may be advertised at the officer's discretion.

### Contracts Finder (Tender Process)

9.14.3 Where an opportunity is to be advertised based on the above, or is published in any other way (eg on the e-tendering portal, through an industry magazine or some form of social media) it must also be advertised on Contracts Finder. Any advertised, below FTS threshold procurement,



must follow that of a single stage/open tender with no option for shortlisting.

### Waivers

9.14.4 Where a below FTS threshold contract, based on value, requires a competitive process and there is an urgency, protected right, technical expertise or other reason that is accepted by the Monitoring Officer and Chief Finance Officer as delivering best value to the authority, a waiver may be used to enable the officer to seek a single quote and carry out a direct award to that organisation. This process is set out in the procurement guidance documents.

## **9.15 Above FTS Threshold Requirements**

9.15.1 All Above FTS threshold procurements must be advertised (unless procured under Regulation 32 PCRs) on the e-tendering portal, Contracts Finder and Find A Tender Service (FTS).

9.15.2 The choice of which route to market should apply depends on the likely number of interested participants, the contract requirements and complexity and the need to negotiate, in accordance with Regulation 26. Further information is available in the procurement guidance documents and above at 9.13.1

## **9.16 Use of Frameworks**

9.16.1 Where the decision is to utilise an existing Framework for the appointment of consultants or routine requirements, the choice of methodology should be based on the rules of the framework and compliance with PCRs

## **9.17 Advertisement (Regulations 48, 49, 52 and 106 PCRs)**

9.17.1 Where a direct award/ or quotes process is not permitted by these rules or by exception under either these rules or the Regulations; and where the award is not via an approved framework, the procurement opportunity must be advertised as follow:

- (a) Contracts Finder (**Regulations 52 & 106 PCRs**) - where specified in this document or where they are regulated under any of the public procurement legislations
- (b) FTS – where they are regulates/ value exceed the values as set out in Schedule 1
- (c) Authority e-tendering portal – where an advert is placed under one of the above requirements it must also be advertised on the

e-tendering portal

- (d) Additional adverts – where the opportunity is advertised, officers may also place adverts on the Authority website, trade publications or social media.

### **9.18 Market Engagement (Regulation 40 PCRs)**

9.18.1 Where an advertised process is to be used, and before commencing a process, it is essential to understand the market make up and possible supply options, specifically

- (a) Is the Market a Monopoly or is it saturated?
- (b) Is the requirement able to be delivered by a single supplier or does it require sub-contracting?
- (c) Can the contract requirements be met by local SMEs?
- (d) Is the contract suitable for a consortia solution?

9.18.2 All engagement must be overseen by Procurement and participants should be invited through an advertisement on the e-tendering portal and carried out in a transparent manner (eg supplier days) that treats all possible procurement participants equally and without discrimination such that the activity is artificially restricts or impairs competition.

### **9.19 Procurement Processes**

All procurements are to be issued using either the authority's standard templates or the templates provided by the framework's owner as applicable.

**Additional information on the following processes and documents is available within the procurement templates, policy documents and through the procurement guidance documents.**

#### **9.20 Direct Award**

9.20.1 This option does not require officers to create a set of tender documents; instead, they should discuss their requirements with the selected organisation and these should then be written up, priced and submitted by that organisation to the authority for approval. Once agreed, they should then be attached to the authority's standard Purchase order or Service terms and conditions and awarded as set out below.

#### **9.21 Request for Quotation (RFQ)**

9.21.1 This option uses a single procurement document to set out the contract and specification requirements along with how the submission will be qualitatively and financially assessed. This to be requested from the three

selected companies. The submissions should be evaluated in accordance with this document and then a contract concluded with the successful organisation using the terms and conditions attached to the RFQ in accordance with the award process below.

## **9.22 Advertised Tender**

9.22.1 The documents needed for an advertised procurement will depend on the contract value and the selected route to market; the tender pack will include some or all of the following:

## **9.23 Due Diligence Document**

9.23.1 Where a tender is unregulated and thus an SSQ is not used, the due diligence (financial and company status) checks must be used to ensure that the successful tenderer is commercially capable and stable to deliver the contract.

### **(a) Standard Selection Questionnaire (SSQ)**

9.23.2 This document is to be used for above FTS threshold tenders and has three parts; Parts 1 and 2 are set down by central government and cannot be amended. Part 3 can be populated with the qualitative requirements of the project and used as a mechanism to shortlist in a multi staged process (Regulations 57, 58 and 65 PCRs).

### **(b) Invitation to Tender (ITT) (or ITN or ITN Final) (Regulation 54 PCRs)**

9.23.3 This document sets out the details of the procurement process and the process requirements along with the rules that interested (or shortlisted) tenderers must follow to ensure that their bid is compliant. Further guidance and adaptation of the standard template should be sought from procurement.

### **(c) Specification (Regulation 42 PCRs)**

9.23.4 This document must clearly and concisely set out the Authority's specific contract requirements and depending on the whether these are input, output or outcome based, the details by which these may be deemed to be achieved or demonstrated.

9.23.5 When using an input specification, officers should ensure that they are suitably up to date with current technology and developments. Specifications should be based on performance or industry standards and only use a brand, model or part number where it is impossible to sufficiently define the requirement any other way. Where this is relied on the specification must state 'or equally approved'.

9.23.6 Where the technical expertise is absent or dated, an output or outcome specifications should be used to ensure that an up to date solution is achieved along with value for money.

9.23.7 Where social or other policies are to be considered, these must be clearly specified and where possible, hyperlinks to their location included in the procurement documents.

**(d) Terms of Business/Contracts**

9.23.8 The choice of contract shall be in a form approved by the Legal team and will be based on the nature of the spend and the project complexity along with the route to market, officers must engage with the Legal team at the concept of the procurement to enable sufficient time for consideration and drafting.

9.23.9 Where the selected procurement process does not allow for negotiations, officers are advised to ensure that the requirements identified to Legal are not prohibitive or anti-competitive such that they may limit competition and the ability to achieve a successful, value for money outcome.

**(e) Tender Submission Document**

9.23.10 ALL Tenders MUST be evaluated using the principle of Most Economically Advantageous Tender (MEAT).

**(f) Quality Requirements – Method Statements (Regulation 67 PCRs)**

9.23.11 Officers are recommended to use a split of 60% price and 40% quality. Where this is not felt to be the best means by which to select the most suitable supplier, this may be adjusted to an 80:20 split in either direction following a discussion with Procurement.

9.23.12 Method Statement Questions should be drafted to elicit responses that supplement the specification and in consideration that the responses become part of the contract and performance requirements.

9.23.13 The weighting (importance) of each method statement question must be clearly set out as must the requirements of the scoring criteria.

9.23.14 The questions, as a minimum should seek to understand the skills of the delivery team, the timescales for delivery, any quality or health and safety considerations and how the contract can be used to support the local economy, protect the environment or deliver other social benefits.

**(g) Pricing Requirements**

9.23.15 The tender documents must set out how the price should be calculated and evaluated. This could be a lump sum or a schedule of requirements/bill of quantities. Where a schedule is used and exact quantities are unknown the document must include details of estimated quantities (unless part of the submission is for them to quantify a resource) to ensure that the evaluation is fair and transparent. Where a schedule of pricing is used, officers may weight particular elements if they are more significant to the success and delivery of the project; where this is required officers must liaise with procurement and finance to ensure the

pricing model is fair and representative of the contract requirements.

#### **(h) Form of Tender**

9.23.16 Along with the method statement and pricing submission, tenderers are required to confirm that they have no conflicts of interest with the authority and that they have not colluded or otherwise engaged in unethical or illegal practices in order to collate their submission.

#### **9.24 Use of/Reliance on Subcontractors (Regulations 63 and 71 PCRs)**

9.24.1 The authority must allow a tenderer to rely on subcontractors for economic or technical capacity, experience or professional qualifications unless the task that they seek to subcontract is deemed a critical task; specifically where this would dilute accountability or the performance management of essential elements of the contract.

9.24.2 The authority, when setting out its procurement requirements, may stipulate that where subcontracting is relied on that the tenderers sets out the share of the contract to be subcontracted and where they are to be relied upon, may insist that all such subcontractors complete an SSQ or the authority's Due Diligence document (where applicable) to enable the authority to assess their suitability to deliver an Authority contract.

#### **9.25 Tender Communications (Regulations 22 and 51 PCRs)**

9.25 All procurement processes (except for direct awards) must be managed electronically through the authority's e-tendering portal. All notices, tender documentation and awards must be published through the portal and all communications (Q&A) must be published openly unless deemed commercially sensitive.

#### **(i) Evaluation Process and Clarifications (Regulation 56 PCRs)**

##### **Due Diligence**

9.26 These checks should be completed before the price and quality evaluation process as they assess the financial stability of a tenderer. Where a concern is identified this should be referred to finance and legal for consideration and a decision made as to whether they should be disqualified to protect the successful performance of the contract.

##### **Standard Selection Questionnaires (Regulations 57 and 58 PCRs)**

9.27 Where this is provided in a single stage process this should be assessed before the qualitative or pricing submission. Any concerns identified should be clarified with the tenderer before deciding if they should be disqualified.

9.28 Where this document is used to shortlist in a two or multi-stage process the Part 1 & 2 elements should be assessed first and any concerns identified should be clarified with the tenderer before evaluating part 3 and shortlisting

##### **Quality Submissions**

- 9.29 These must be evaluated by at least three, suitably skilled individuals using the predefined criteria and the specification.
- 9.30 Evaluators must make notes as to the rationale for each individual score and provide question specific feedback to be used in the moderation process and ultimately shared with the unsuccessful tenderer.
- 9.31 Where the information is unclear or incomplete a clarification process must be carried out.

### **Pricing Submissions**

- 9.32 This must be carried out separately to the quality evaluation, in accordance with the process set out in the tender documentation and must be verified by the relevant member of the finance team to validate its accuracy.
- 9.33 Where the pricing is incomplete or excessively low, a clarification process must be completed with the support of procurement.

### **Post-tender Clarifications**

- 9.34 Submitted information may be clarified or explained but not amended or supplemented.

#### **(j) Missing Information**

- 9.35 Where information is missing, this may be confirmed to the tenderer but may not be supplied by them. Where this has an impact on the total price, tenderers must either honour the total price submitted or withdraw.

#### **(k) Price Calculation Errors**

- 9.36 Where an arithmetical error is identified and can be corrected without the need to seek clarity or additional information, this should be done and advised to the tenderer for agreement. Where this has an impact of increasing the total price, tenderers must either honour the initial total price submitted or withdraw their offer.

#### **(l) Abnormally Low Pricing (Regulation 69 PCRs)**

- 9.37 Where a tenderer's price is significantly lower than anticipated by the authority or in comparison with other tenders received; the authority must seek clarity from the tenderer on how they have priced the tender at this level and demonstrate that it is commercially viable and sustainable. Where such assurances are either not provided or not plausible then the authority should disqualify the submission.

#### **(m) Post-tender Negotiations**

- 9.38 Post Tender Negotiations shall not be used to degrade the original tender requirements or price unless:

- (a) ALL the received tenders came in over budget
- (b) Other special circumstances

9.39 In these circumstances, all tenderers that have submitted a tender shall be given the opportunity to resubmit against a revised or reduced specification.

9.40 All other negotiations shall only be undertaken in accordance with Law and in agreement with Procurement and Legal.

#### **(n) Moderation**

9.41 Following the individual scoring of the quality method statement responses, the evaluation panel, overseen by procurement, must meet and agree a common score for each question along with an agreed justification for the scores and question specific feedback for the tenderer.

#### **(o) AWARD Process**

9.42 Where a formal gateway process has been used to commence and decide on the procurement process, a further review should be completed before the decision to award. In all case, the following stages must be completed.

##### **9.43 Tender Report (Regulation 84 PCRs)**

9.43.1 All advertised tenders must, before award, have a completed tender report approved by procurement, legal and finance before any notifications are sent or contracts collated.

##### **9.44 Notifications (Regulations 55 & 86 PCRs) & Standstill (Regulation 87 PCRs)**

9.44.1 All notification or outcome letters must be approved by procurement and signed by the Procurement and Contracting Manager.

9.44.2 All tenderers (successful and unsuccessful) must be notified, in writing, of the outcome of the evaluation process at the same time. Unsuccessful tenderers must be provided with feedback which details the relative advantages of the successful tenderer.

9.44.3 Where the procurement is regulated (and even on below FTS threshold processes where advised by procurement) the authority must issue and apply a standstill period with the award letters not being issued until after this period has expired.

##### **9.45 Supplier De-briefing**

9.45.1 Following the notification of the procurement outcome, unsuccessful tenderers may request feedback in addition to that provided in the letters; this must be agreed and supported by procurement to ensure that only allowed information is shared and that it is done so in a non-

discriminatory manner.

### **9.46 Letters of Intent**

9.46.1 Letters of intent give the contractor the authority to proceed prior to the execution and dating of contract; however, they should only be used where there is a genuine need and genuine benefit to the Authority, such as to:

- (a) facilitating the ordering of goods where there are long lead times;
- (b) enable design work to commence immediately where not doing so would have an adverse effect on the overall project deadlines and planning requirements;
- (c) facilitate TUPE requirement.

9.46.2 All letters that fall under the points above must be agreed with legal and signed by the relevant Director. Where a letter of intent is required for any other reason it must be agreed by the Monitoring Officer.

9.46.3 Where a letter of intent is issued it must specify its intent and include a maximum liability, which cannot exceed £100,000 unless otherwise agreed by the Monitoring Officer.

### **9.47 Contract Award**

9.47.1 All tender processes must be concluded by way of a duly signed or executed document.

9.47.2 Contracts MUST not be awarded until all checks have been completed and evidence of any qualifications and certificates provided.

9.47.3 The award must be as per the specification issued and the tender received (including any clarifications) and not a conditional or counteroffer.

### **9.48 Contract Approval**

9.48.1 Contracts must be executed by signature or as a deed as follows, following consultation and approval from the Chief Finance Officer and Monitoring Officer:

#### **Goods & Service**

- (a) Up to £25k – Responsible Officer
- (b) Up to £100k – Finance
- (c) Up to £250k – Project Director
- (d) Up to £500k – Monitoring Officer, Chief Finance



Officer, Chief Executive

9.48.2 All works contract to be executed as a deed to ensure a 12-year latent defect period is applied.

9.48.3 Copies of all executed contracts must be provided to the Procurement and Contracting Manager for inclusion in the contracts register

**9.49 Contract Award Notices (Regulation 50 PCRs)**

9.49.1 Award Notices must be published in accordance with the following decisions.

(a) Where a new Framework or Contract is let and it is over the FTS threshold – in FTS and on Contracts Finder.

(b) Where the procurement is via a mini competition from a framework and is over £30k – on Contracts Finder

(c) Where the contract value is over £30,000 but under the FTS threshold – on Contracts Finder.

Contract Register & Transparency Code

9.49.2 All contracts over £5,000 must be published on the Authority's contract register, this to include a scanned copy of the completed contract and any waiver/ decision or process approval documentation.

**9.50 Document Retention**

9.50.1 All documents issued and received via the e-tendering portal will be stored indefinitely on the portal.

9.50.2 Any other information not held on the portal will be in accordance with the Authority's retention policy.

**(p) Contract Management**

9.51 The Authority is committed to ensuring that in addition to procuring its contracts compliantly, effectively, economically and in consideration of the community it serves; that they will be appropriately performance managed to ensure the intention and benefits promised are delivered and within the contracted value.

**9.52 Contract Performance Management**

9.52.1 The Contract owner must ensure that performance management meetings are held at appropriate intervals and that these meetings and any decisions made are properly documented and formally recorded such that they can be relied on.

### **9.53 Supplier Payment Generally**

9.53.1 As a responsible authority, payments against contracts should be managed efficiently and without detriment to the suppliers and at most, within 30 days on receipt of the invoice in accordance with government guidance

### **(q) Construction Contracts**

**9.54** Payments on construction contracts must comply with the form of contract used and where practical, should comply with the Construction Supply Chain Partner as far as reasonable possible to do so.

### **(r) Late Payments**

9.55 Where payments are late, suppliers are entitled to claim statutory late payment interest unless otherwise documented in the contract.

### **9.56 Contract Review**

9.56.1 Where a formal gateway process has been used in the initial decision making and subsequent award decision, a further review should be carried out to consider contract performance against the initial advertised requirements and budget and to monitor ongoing compliance with these rules and legislation.

### **9.57 Performance Failures**

9.57.1 Where a Performance failure is identified the following must be applied:

- (a) Legal are consulted as to permissible measures under the contract.
- (b) Management meetings are held more frequently with the interval being based on the severity of the failure.
- (c) A remedial plan is agreed and signed.
- (d) Revised, intermediate performance targets are set out and monitored to ensure improvement and performance failure resolution within the agreed timescales.

9.57.2 Where the above measures do not deliver the required improvements within the required timescales, legal should be consulted to escalate the remedial requirements or initiate the termination of the contract.

### **9.58 Contract Termination for Performance**

9.58.1 Where performance failure under the contract cannot be remedied or where there has been a case of insolvency or other organisation failure, the officer should seek advice from legal and agreement by the Monitoring officer to terminate the contract.

### **9.59 Contract Variations/Extensions (Regulation 72 PCRs)**

9.59.1 A Contract should only be extended or varied in accordance with any options specifically included in the original procurement documentation.

9.59.2 Where no such provision exists; a contract can only be extended or varied with the agreement of the Director and/or Monitoring Officer (depending on value) and documented through the approval of a waiver, as follows:

- (a) The additional requirement is still in scope of the original specification and does not equate to a new requirement or something that is materially different to that advertised such that it requires a new process.
- (b) The extension or variation does not present an unacceptable risk to the authority eg had the changes been know, others would have participated in the opportunity or a better price could have been achieved.
- (c) The additional requirement does not take it over the FTS threshold when it was procured using a below FTS process.
- (d) The additional value does not exceed more than 10% if goods & services or 15% if works of the original, advertised value (This can be approved by the Director subject to available funds).
- (e) The additional value of any extension or variation is not a material change, the need was unforeseeable, there is a proprietary right or there is urgency and the change does not exceed more than 50% of the original, advertised value (Monitoring Officer).

9.59.3 The application of any extension or variation

- (a) must be in the Authority's best interest;

- (b) must demonstrate value for money;
- (c) cannot be until after a new Due Diligence Check has been completed.

9.59.4 Once approved, Legal must be engaged to provide the necessary legal documentation to record the variation or extension and then the signed version of this and the waiver must be added to the contract register.

## **9.60 Lessons Learned**

9.60.1 At the close of the contract, the gateway process must be concluded with a lessons learned exercise and this information should be shared to ensure ongoing process improvements and best practice.

## **(s) Other Procurement Considerations**

### **9.61 Procurement on Behalf of Partner Authorities**

9.61.1 Where the authority is required under its own powers or at the request of a partner authority to procure on its behalf, those procurements must comply with legislation, these rules and the other authority's rules.

9.61.2 Where there is a conflict between these rules and the other authority's rules then the following apply:

- (a) Financial, procurement or other approvals to procure or award must be the those of the authority for which the contract is let
- (b) Contract signatory requirements to be those of the authority signing the contract
- (c) Procurement Process to be followed will be these in compliance with the relevant legislation

### **9.62 Purchase Cards**

9.62.1 The authority operates a purchase card facility; these are available, with the approval of Finance.

9.62.2 Purchase cards are to be used for low value or one-off incidental spend where it is not efficient to carry out a competitive process. Purchase cards MUST NOT be used to bypass corporate contracts or these rules without the express permission of Procurement and the appropriate Director.

9.62.3 The principle of disaggregation applies to spend on purchase cards both in relation to the individual and the Authority as a whole.

### **9.63 Grants (Law)**

9.63.1 Where a grant is issued, it must be awarded in accordance with the authority's process for advertising, selecting, awarding and monitoring grants.

9.63.2 All grants over £25,000 MUST be executed as a Deed.

#### **9.64 Community Right of Challenge**

9.64.1 Section 81 of the Localism Act 2011 permits relevant bodies (charities, community bodies, town and parish Authority Services and Staff) to submit Expressions of Interest to provide Authority Services. Corporate Services shall maintain and publish a timetable for the submission of interest. Any such expressions shall be forwarded to the Transformation Team.

#### **9.65 Disposal of Goods and Assets (Authority Requirement)**

9.65.1 Where the Authority has goods or assets that are no-longer required these are to be disposed of through a closed-bid auction process. The Authority has an eBay account for this purpose and any department wishing to use it needs to do so through the Procurement team.

#### **9.66 Procurement Schedules**

9.66.1 Please see schedule 1 for threshold by procurement category.

9.66.2 Please see Schedule 2 for a summary table of procurement rules by category and value.

#### **(t) Waivers**

9.67 Where an officer seeks to deviate from the requirements of this document a waiver must be completed and approved in accordance with the following rules:

- 1. Exemptions to the Requirement to Carry-out a Quotes Process**
  - 1.1. This must be drafted by the responsible officer and agreed by procurement and legal.
- 2. Exemptions to the Requirement to Advertise on Contracts Finder**
  - 2.1. This must be drafted by the responsible officer and be approved by procurement, legal and Director with budget responsibility.
- 3. Exemptions to the Requirement to Carry-out an Advertised Process**
  - 3.1. This must be drafted by the responsible officer and be approved by procurement, the relevant Director and the Monitoring Officer.
- 4. Requests to Vary a Contract in Value or Time**

- 4.1. This must be drafted by the responsible officer and be approved by procurement, the relevant Director, the Chief Finance Officer and the Monitoring Officer.

## **5. Waiver Contract Documents**

- 5.1 Once a waiver has been agreed, a formal contract or variation instruction completed and signed/executed. The completed documents must be added to the contract register.

## **9.68 Procurement Policy**

- 9.68.1 Best practice dictates that organisations should have an overarching Procurement Policy in place to offer clear guidance to officers when procuring goods and services, whilst at the same time supporting the organisations' priorities and strategic themes; otherwise there is a risk that officers do not have guidelines to follow to ensure that the Combined Authority is not open to challenge because of its procurement activities.
- 9.68.2 The Combined Authority Procurement Policy at Chapter 19: Policies and Protocols, Appendix 10 offers clear guidance to ensure that procurements comply with both statutory requirements and the Combined Authority's own constitutional requirements.
- 9.68.3 The Policy ensures the Combined Authority is better placed to reduce the likelihood of subsequent challenges to non-compliant procurements.
- 9.68.4 Responsible procurement is defined as "the process whereby organisations meet their needs for goods, services and works in a way that achieves value for money on a whole life basis and generates benefits not only to the organisation, but also to society, the economy and the environment". The Public Services (Social Value) Act 2012 provides the relevant legislative framework and requires local authorities to consider these wider benefits when procuring and entering into contracts. The Act applies to public services contracts and framework agreements to which the Public Contracts Regulations 2015 apply and aims to provide a tool to assist commissioners to get more value for money out of procurement.
- 9.68.5 Under the Public Services (Social Value) Act 2012, the CA must consider before starting the process of procurement of services how what is proposed to be procured might improve the economic, social and environmental well-being of the relevant area, and how, in conducting the process of procurement, it might act with a view to securing that improvement.
- 9.68.6 This social value duty is balanced by obligations to ensure fair and open competition as set out in the Public Contracts Regulations 2015 which

state, *inter alia*, that award criteria must be 'linked to the subject matter' of the contract in question and must be contract-specific and not aimed at assessing the business or corporate policies of the tenderer.

- 9.68.7 Contracting authorities are entitled to decide not to award a contract to the tenderer submitting the most economically advantageous tender where they have established that the tender does not comply with applicable obligations in the fields of environmental, social and labour law established by retained laws in the UK-EU Trade and Cooperation Agreement, national law, or collective agreements. The list of such obligations is prescribed and must be strictly construed. If the tenderer is not in breach of any of those obligations the contracting authority is bound to select its bid if it is the most economically advantageous tender.



<b>Combined Authority Board</b>		Agenda Item
<b>26 July 2023</b>		<b>10a</b>
Title:	Update to the member officer protocol	
Report of:	Edwina Adefehinti, Interim Chief Officer Legal and Governance & Monitoring Officer	
Lead Member:	Edna Murphy (Lead Member for Governance)	
Public Report:	Yes	
Key Decision:	No	
Voting Arrangements:	Simple majority	

### Recommendations:

A	Review the Member/Officer Protocol and comment on whether any further amendments are required.
B	Approve a yearly review of the protocol to be delegated to the Audit & Governance committee.
C	Authorise the Monitoring Officer in consultation with the Chair of the Audit and Governance Committee to make any make any changes to the protocol arising from the review and any further changes deemed necessary.
D	Note the information regarding instances when members have had to be reminded of the Protocol and officer seeking advice on whether the protocol would apply.

### Strategic Objective(s):

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

X	Achieving Best Value and High Performance
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### 1. Purpose

1.1	The Audit and Governance Committee has a role in overseeing standards in relation to how Members and officers interact with each other. The committee requested an opportunity to review the Member/Officer relations protocol and to receive a report providing feedback on how the protocol was performing. A report went to the Audit & Governance committee on 7 <sup>th</sup> July 2023 addressing the operation of the protocol as well as seeking the Committee's views on the protocol. The Audit and Governance provided its views on the operation of the protocol and the review
1.2	This report is seeking the views of the Combined Authority Board on the attached amended protocol.



## 2. Proposal

2.1	To suggest any further amendments if the Combined Authority Board deems it appropriate.
2.2	The Combined Authority may make any suggestions it deems appropriate for consideration by the Monitoring Officer.

## 3. Background

3.1	<p>The Member / Officer Relations Protocol(Annex 3) to the Combined Authority's Constitution sets out the parameters through which Members and Officers should engage with each other through their roles.</p> <p>It deals with many issues including general conduct, decision making, use of resources and day to day contact.</p> <p>The Protocol also includes a section setting out how Members should interact with each other, and the basic standards expected.</p> <p>The Audit and Governance Committee has a role in monitoring Member standards including how Members interact with each other and with Officers.</p> <p>The attached Protocol was adopted on 27<sup>th</sup> July 2022 by the Combined Authority Board but has not been reviewed since its adoption. Consequently, the Combined Authority Board is being asked to review and comment on the protocol and to authorise the Monitoring Officer in consultation with the Chair of the Audit &amp; Committee to make any further changes to the protocol arising from this review.</p>
3.2	<p>Since the adoption of the protocol, there have been three instances where the Monitoring officer has reminded members of the requirements of the protocol.</p> <p>On at least two other occasions, the Monitoring Officer is aware of Officers questioning whether member behaviour aligns with the protocol.</p>
3.3	<p>At the meeting of Audit &amp; Governance on 7<sup>th</sup> July 2023, the committee requested.</p> <ul style="list-style-type: none"><li>• For CIVIL (the values adopted by the Combined Authority) to be included in the protocol.</li><li>• Re-think paragraphs 2.15 and 4.7 of the protocol</li><li>• Amend the role of Members to specifically recognise that Members also make recommendations &amp; decisions</li><li>• Expand Paragraph 11.1 on Member training to include all Members of committees as it is currently limited to Board Members.</li></ul> <p>Audit &amp; Governance Committee RESOLVED:</p> <ol style="list-style-type: none"><li>1. The updated protocol be presented to the CA Board for approval with a covering report which would highlight the strong feeling of the Committee in regards to breaches of the protocol.</li><li>2. A further report be provided to the Audit &amp; Governance Committee in September which would place the protocol into context and provide a background to the CPCA, the challenges and actions taken to address these.</li></ol> <p>The Audit &amp; Governance Committee felt very strongly that it was not appropriate that there were occasions where Members' actions meant that they had to be reminded of the Member/Officer protocol or that Officers needed to question member conduct. The Committee felt that Member behaviour should be improving and that there should not be instances where Members breach the Member/Officer protocol.</p>

## 4. Appendices

4.1	Appendix 1- Member/Officer protocol- <a href="https://www.cambridgeshirepeterborough-ca.gov.uk">CA Board Constitution March 2023 (cambridgeshirepeterborough-ca.gov.uk)</a>
4.2	Appendix 2- Amended Member/Officer protocol (changes highlighted in red)

## 5. Implications

### Financial Implications

5.1 None

### Legal Implications

5.2 The Member/Officer protocol set out at Annex 3 of the Combined Authority's Constitution forms part of the Combined Authority's ethical framework and should be read in conjunction with the Combined Authority's Constitution, the Code of Conduct for Members, disciplinary codes which regulate the conduct of officers and other relevant codes and guidance.

5.3 The Protocol does not specify that the Audit and Governance Committee and/or the Monitoring Officer will jointly keep this Protocol under review. It is good practice to review on an annual basis and make recommendations for changes as appropriate.

5.4 The Combined Authority Board should pay regard to the Combined Authority's Public Sector Equality Duty (Equality Act 2010) and its obligations to equality and diversity in facilitating and/or discharging the functions of the Combined Authority's including the extent to which have informed the protocol and any proposed revisions to it as part of the Committee's review. The Combined Authority Board should consider the extent to which the Protocol supports equality of opportunity and engagement for all Members and officers including any impact on protected characteristics.

### Public Health Implications

5.5 None directly

### Environmental & Climate Change Implications

5.6 None Directly

### Other Significant Implications

5.7 None Directly

### Background Papers

5.8 None

# Protocol on Member/Officer Relations



## Appendix 1: Protocol on Member/Officer Relations

### 1. Introduction

- 1.1 The protocol is designed to provide a guide to good working relations between Combined Authority Board Members, including the Mayor, and officers, to define their respective roles and provide some principles governing conduct. It is not intended to be prescriptive or comprehensive and seeks simply to offer guidance on some of the issues that most commonly arise.
- 1.2 The protocol seeks to reflect the principles underlying the respective Codes of Conduct that apply to Members and officers and should be read in association with those Codes. The shared objective of the Codes is to enhance and maintain the integrity of local government.
- 1.3 This protocol will also apply to co-opted members of committees/boards.
- 1.4 Members and Officers are all public servants who depend on each other in carrying out their work. Members are responsible to the people of the Combined Area who they serve for as long as their term of office lasts, while Officers are responsible to the Authority. Their job is to give impartial advice to the Cabinet and to the Authority's committees and subcommittees as well as individual Members, and to carry out the Authority's work.
- 1.5 Mutual respect between Members and Officers is essential to good local government. Mutual respect and courtesy should prevail in all meetings and contacts (both formal and informal) between Members and Officers. To be most effective Members and Officers will work closely and cohesively together. However, close personal familiarity between individual Members and Officers can damage this important relationship.
- 1.6 The relationship has to operate without any risk of compromising the ultimate responsibilities of Officers to the Authority as a whole, and with due regard to such technical, financial, professional and legal advice that Officers can legitimately provide to Members.

## Protocol on Member/Officer Relations

1.7 It is clearly important that there should be a close working relationship between Board members, committee chairs, and the relevant chief officers. However, such relationships should never be allowed to become so close, or appear to be so close, as to bring into question the individual's ability to deal impartially with others.

### 2. Members' Role and Individual Officers

2.1 A Board member who is also an elected member of a constituent authority may be asked for advice and support by an officer who is one of their constituents. Officers are entitled to seek such assistance in the same way as any other member of the public. However, members should be aware of the wider provisions of the constitution and be careful not to prejudice the Authority's position in relation to disciplinary procedures or employment matters in respect of an officer.

2.2 A member approached for help in such circumstances should first seek advice from the Monitoring Officer.

2.3 An officer should treat a Member as they would a member of the public in relation to the limited situations where they may be in personal receipt of services provided by authority.

### Roles of Members

2.4 Members have many different roles:

- a) Members are the policy makers and carry out a number of strategic and corporate functions collectively approving the Authority's policy framework, strategic plans and budget.
- b) Developing and reviewing policy and strategy.
- c) Monitoring and reviewing policy implementation and service quality.
- d) Members express political values and support the policies of the political party or group to which they belong (if any).
- e) Representing their communities and bringing their views into the Authority's decision-making processes, thus becoming advocates for their communities.
- f) Being involved in partnerships with other organisations as community leaders.
- g) Representing the Authority on other bodies and acting as ambassadors for the Authority.
- h) Members may have roles relating to their position as members of the Board or Overview and Scrutiny Committee or other committees and sub committees of the Authority.
- i) **Making recommendations & decisions**

### Roles of Officers

2.5 Officers' main roles are as follows:

- a) Providing advice to the Board, to the Authority's

## **Protocol on Member/Officer Relations**

committees and subcommittees and Members to enable them to fulfil their roles.

- b) Managing and providing services for which they are responsible.
- c) Being accountable for ensuring those services are efficient and effective.
- d) Advising the Board, the Authority's committees and subcommittees and Members in respect of those services.
- e) Initiating proposals for policy development.
- f) Implementing the Authority's policies.
- g) Ensuring the Authority acts lawfully.
- h) Representing the Authority on external organisations.

### **Respect and Courtesy**

- 2.6 An essential ingredient to the Authority's business being conducted effectively is ensuring mutual respect, trust, courtesy and even-handedness in all meetings and contacts between Officers and Members. This plays a very important part in the Authority's reputation and how it is seen by the public and partners.

### **The Authority's Reputation**

- 2.7 Members and Officers both have an important role in engendering a good reputation for the Authority. In particular they should:
- 1) protect and promote the legitimacy of democratic local government;
  - 2) promote a positive relationship between Members and Officers and be careful not to undermine it;
  - 3) avoid criticism of the Authority when formally representing it; and
  - 4) avoid personal criticism of other Members and Officers.

### **Undue pressure**

- 2.8 In any dealings between Members and Officers neither should try to take advantage of their position or place undue pressure on junior staff.
- 2.9 Members and Officers must always be mutually respectful, regardless of their role within the Authority. Members must not pressurise any Officer to do things s/he has no power to do, or to work outside of normal duties or hours.
- 2.10 Apart from decisions that are clearly illegal, Officers should usually carry out decisions of the Authority. However, instructions should never be given to Officers to act in a way that is unlawful. Officers have a duty to express their reservations in this sort of situation, and the Monitoring Officer or Chief Finance Officer may get involved as they have a statutory duty to intervene where illegality or maladministration is possible.
- 2.11 To assist Members in decision making they should be informed of all legal and financial considerations, and be warned of the consequences even if it

## Protocol on Member/Officer Relations

is unpopular. If a Member has a concern that an Officer is not carrying out a particular Authority decision, the Member concerned should draw this to the attention of the Head of Paid Service.

- 2.12 In similar terms, Officers should not use undue influence to pressurise an individual Member to make a decision in his/her favour, nor raise personal matters to do with their job, or make claims or allegations about other Officers to Members.
- 2.13 The Authority has procedures for consultation, grievance and discipline and there is a right to report actions of concern under the Authority's Whistleblowing Policy.
- 2.14 Members should not seek to place undue pressure on junior officers through direct requests for information/advice.
- 2.15 **Members should either direct requests for information/ advice through the Chief Officers and/or Executive Directors, or ensure that Chief Officers and/or Executive Directors are copied into correspondence if the Member is dealing with a more junior Officer to avoid the risk of junior staff feeling pressurised.**
- 2.16 As mentioned above, the Authority has adopted separate Codes of Conduct for Members and Officers. The codes aim to improve and maintain the Authority's reputation as well as protect both Mayor/ Members and Officers and so they demand very high standards of conduct.

### 3. Personal and Business Relationships

- 3.1 Members and Officers must work together closely to effectively undertake the Authority's work. This inevitably leads to a degree of familiarity. However, close personal relationships between individual Members and Officers can be damaging to mutual respect.
- 3.2 It is important not to allow any personal or business connection or relationship with any other Member or Officer to affect the performance of official responsibilities, taking action or making decisions. It is also important in these circumstances to be wary of passing confidential information to anyone who should not have access to it.
- 3.3 Members and Officers should always consider how any relationship or connection could be interpreted by anyone outside the Authority, or by any other Member or Officer, and avoid creating any impression of unfairness or favouritism.
- 3.4 Members should take account of any relationship or connection they have with any other Member or Officer when considering whether or not they need to register or declare a personal interest. It would usually be inappropriate for a Member to have special responsibilities in an area of activity in which someone with whom s/he has a close personal or

## Protocol on Member/Officer Relations

business relationship is a senior officer. If this situation arises, the Member should take appropriate action to avoid a potential conflict of interest.

### 4. Officers' Advice to Members

- 4.1 Members are entitled to ask the Chief Officers for such advice and information as they reasonably need to help them in discharging their role as a Member of the Authority. This can range from general information about some aspect of the Authority's activities, to a request for specific information on behalf of a constituent.
- 4.2 It is important for the Chief Officers to keep Members informed both about the major issues affecting the Authority and about issues affecting the areas s/he represents. Members shall be kept informed about proposals affecting their constituent council areas and be invited to Authority initiated events within or affecting their constituent council areas.
- 4.3 Advice or information sought by Members should be given in a timely manner. It should be provided by the relevant service provided it is within the service's resources.
- 4.4 Officers serve the whole Authority and must be politically neutral in their work. In providing advice and support to the Authority and when implementing its lawful decisions, it must not be assumed that an Officer is supportive of a particular policy or view or is being other than politically neutral in implementing such decisions. Political neutrality in carrying out their work ensures that Officers are able to act impartially in the best interests of the Authority. Special legal rules exist which limit the political activities of senior Officers. All senior posts are 'politically restricted', which means that the Officers in those posts are not allowed to speak or write in such a way that could affect public support for a political party. However, they can speak or write in a way which is necessary in order to perform their duties properly.
- 4.5 If Members have any concerns that an Officer is not acting in a politically neutral manner, they should refer their concerns to the Head of Paid Service. Allegations that an Officer has not acted in a politically neutral way are serious and could be damaging to his/her reputation.
- 4.6 Officers can advise Members on matters relating to the Authority's business. When seeking advice the Members should approach the Chief Officers in the first instance. They will direct the Members to the appropriate lead officer who will normally be at Director/ Head of Service level.
- 4.7 **Members should approach Chief Officers and/ or Executive Directors and avoid directly approaching Junior Officers with requests for information or advice except in exceptional circumstances when the Member should copy correspondence to the relevant Chief Officer/Executive Director and the**

## Protocol on Member/Officer Relations

Junior Officer should inform his or her manager about the request(s) in order to enable a matter to be properly dealt with.

- 4.8 Officers can usually give information confidentially unless doing so would not be in the Authority's best interests (for example, if it went against their obligation to protect the Authority's legal or financial position). Any information a Member receives confidentially in one capacity (for example, as a Member of the Board) cannot be used when acting in a different capacity (for example, when representing his/her ward).
- 4.8 Confidential information can only be given to those entitled to see it. It is best to check with the Officer giving the information whether it is appropriate to pass it on to others. Members should make sure that when they are getting help and advice from Officers they only ask for information to which they are properly entitled. There is more detail about the information to which Members are entitled in the Constitution.
- 4.9 Members' rights to inspect documents are contained partly in legislation and partly at common law.
- 4.10 Officers are required to serve the Authority as a whole. They are responsible to the Head of Paid Service, the Monitoring Officer and the Chief Finance Officer, and not to individual Members whatever office they may hold.

### 5. Support Services to Board Members

- 5.1 Board Members are provided with access to ICT (information and communication technology) systems and to support services (e.g. diary management, correspondence handling, typing, printing, photocopying etc.) to enable them to better perform their role as Board Members.
- 5.2 Members should not use - and officers should not provide - such access and support services in connection with party political or campaigning activity or for purposes not related to Combined Authority business, except that ICT access may be used for non-commercial purposes provided it does not cause a conflict with, or risk to, the Authority's systems, or increase the support required from officers.

### 6. Member/Officer Working

- 6.1 The relationship between officers and Board Members should be characterised by mutual respect and courtesy and recognition of each other's roles and responsibilities. Board Members have the right to challenge officers' reports and actions, but they should avoid personal and or/public attacks, and ensure their criticism is fair and constructive.
- 6.2 Officers should not publicly criticise Authority decisions even if they do not personally agree with those decisions.
- 6.3 Collaborative working between Members and officers is essential but close personal familiarity can lead to damaging assumptions by others.



## **Protocol on Member/Officer Relations**

Councillors and officers should inform the Monitoring Officer of any relationship either personal or family, or business connection which might be seen as unduly influencing their work in their respective roles. The Monitoring Officer will consider what action, if any, should be taken.

- 6.4 Officers work to the instructions of their managers not individual Board Members.
- 6.5 Board Members must not require officers to change their professional advice or take any action which the officer considers unlawful or illegal or which would amount to a breach of officers roles and responsibilities, maladministration or breach of a statutory duty.
- 6.6 Board Members should not raise matters relating to the conduct or capability of an officer or of officers collectively at meetings held in public or in the press. Any concerns should be raised using the appropriate procedure.
- 6.7 The advice provided and actions taken by officers should be sensitive to the political nature of the organisation, but their advice should always be independent and unbiased.
- 6.8 Board Members must consult with the Monitoring Officer and the Chief Finance Officer about legality, maladministration and financial impropriety and if they have doubts as to whether a particular decision is or is likely to be contrary to the policy framework or budget.
- 6.9 The Authority has a statutory duty to positively promote equality. Members and officers should not by their manner, speech, or in any written communication, be discriminatory with regards to a person's age, disability, gender reassignment, marriage and civil partnership, pregnancy and the protected characteristics set out in The Equality Act 2010.

### **7. Officers and Individual Members**

- 7.1 Any Board Member may request a private and confidential briefing from an Executive Director or Director on matters of QQ.U.gy which have already been or may be discussed by the Authority or within its decision-making or advisory process. All requests should be made to the appropriate Executive Director or Director.
- 7.2 Briefings shall remain strictly confidential and are not to be shared with other members of the Authority unless so permitted by the relevant member.
- 7.3 Confidential information relating, for instance, to a Board member's ward/divisional cases should not normally be sought. If in exceptional circumstances members wish to discuss confidential aspects of an individual case then they shall first seek advice from the Executive Director or Director and follow appropriate guidance.
- 7.5 Finally, any official information provided to a member must only be used by

## **Protocol on Member/Officer Relations**

the Board Member solely for the purpose for which it was provided (i.e. in connection with the proper performance of the member's duties as a member of the Council).

7.6 The point is emphasised in the Code of Conduct.

### **8. Politically Restricted Posts**

8.1 There are a number of rules which apply to Officers who occupy politically restricted posts under the Local Government and Housing Act 1989. In summary such Officers are prevented from:

- a) being a Member of Parliament, a Member of the European Parliament or a local authority member;
- b) acting as an election agent or sub agent for a candidate for any of those bodies;
- c) being an officer for a political party or branch, or a committee if that role is likely to involve participation in the management of the party or branch, or to act on its behalf in dealings with other persons;
- d) canvassing on behalf of a political party or an election candidate;
- e) speaking in public in support of a political party; and
- f) publishing written or artistic works affecting support for a political party.

### **9. Officers and Elected Representatives from other bodies**

9.1 Officers may be requested to meet with Councillors or elected representatives from constituent Councils or partner organisations to provide briefings and/or policy advice.

9.2 Any officer requested to attend a meeting of this nature which is not held on a cross- political party basis must obtain the prior authorisation of the Chief Executive

### **10. Media Relations**

10.1 All relations with the media must be conducted in accordance with the Authority's agreed procedures and the law on Local Authority publicity. Media inquiries relating to official business should be referred to the Communication Team.

10.2 Officers will make every effort to keep Board Members informed of media interest in Authority activities relevant to their responsibilities especially regarding strategic or contentious matters.

10.3 Any officer assisting a member with media relations must act at all times in the interests of the whole Authority and in a politically impartial manner. Other than factual statements, members should not seek assistance from an officer with the preparation or issue of any media statement that will adversely affect the reputation of the Authority.

### **11. Member Training**

11.1 **Board Members and all Members of committees** are expected to embrace

## **Protocol on Member/Officer Relations**

the principles of personal development and skill training and ensure they allocate time to participate in all the necessary training and personal development activities. This includes, but is not limited to, the necessary skills to take advantage of the ICT facilities made available to them.

### **12. Complaints/Concerns**

#### Procedure for Members

- 12.1 If a Board Member is dissatisfied with the conduct, behaviour or performance of an officer they should raise the matter privately with the relevant Executive Director or Director. If their concerns relate to an Executive Director or Director the concern should be raised with the Chief Executive. If the concerns relates to the Chief Executive then the concern should be raised with the Monitoring Officer. Where necessary, internal HR processes will be undertaken.

#### Procedure for Officers

- 12.2 If an officer is unhappy with the conduct or behaviour of a Board Member they should seek to resolve the matter by appropriate discussion and involvement of their Executive Director or Director.
- 12.3 In the event that matters remain unresolved they should inform the Monitoring Officer who will consider what action should be taken.

### **13. Arbitration**

- 13.1 When necessary, the Chief Executive will arbitrate on the interpretation of this Protocol following consultation with the Monitoring Officer, who may also involve the head of HR where s/he judges that appropriate.



<b>Combined Authority Board</b>		Agenda Item
<b>26 July 2023</b>		<b>10b</b>
Title:	Co-option of Independent Members	
Report of:	Edwina Adefehinti, Interim Chief Officer Legal and Governance and Monitoring Officer	
Lead Member:	Councillor Edna Murphy, Lead Member Governance	
Public Report:	Yes	
Key Decision:	No	
Voting Arrangements:	Simple majority	

### Recommendations:

A	Review the suggested update to the Combined Authority constitution and adopt the proposed changes as revisions to the Constitution, so that a co-opted independent member and substitute from constituent authorities can be appointed.
B	To delegate the recruitment, selection and appointment of independent co-opted member(s) to the Audit and Governance Committee and that the arrangements for the selection of such members be delegated by the Audit & Governance Committee to the Chairman of the Audit and Governance Committee in consultation with the Monitoring officer.
C	Agree that the role of any independent co-opted member(s) from a constituent authority is not remunerated but note that they will receive expenses in line with the authority's current expenses policy, and note that if the Committee decides to co-opt an independent member from outside a constituent council through an open advertisement in the future then such a role would be subject to a review of potential remuneration by the Independent Remuneration Panel.
D	Approve the proposed process attached as Appendix 1

### Strategic Objective(s):

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

X	Achieving Best Value and High Performance
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### 1. Purpose

1.1	The purpose of the report is to request that the Combined Authority Board consider and approve the draft wording contained in Paragraph 2.2 to be inserted in the constitution and to make recommendations to adopt the proposed amendments to the constitution.
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## 2. Proposal

2.1	To include additional wording in the constitution that codifies the power of the Audit & Governance committee to co-opt independent members and to agree the process for recruiting an appointing co-optees.
2.2	<p>The additional wording is below:</p> <ul style="list-style-type: none"><li>• A co-opted independent member (which may include independent Councillors of constituent authorities) is a committee member who does not represent any political party or constituent authority for the purposes of the Audit and Governance committee but recruited to join the committee.</li><li>• The role description of an independent member of Audit Committee is the same as for an elected member with the only substantial difference being around decision making responsibilities. An independent member cannot vote so will not be able to take part in the decision although they can actively contribute to the discussions leading up to the vote. The objective of including such members is to increase the knowledge and experience base of the committee, reinforcing its independence.</li><li>• The appointed independent co-opted member will not have voting rights. Therefore, their involvement on the Committee will be in a consultative manner, with their views being taken into account by voting members of the Committee.</li><li>• The Audit and Governance committee has authority to determine the process for recruiting and appointing a co-optee and substitute.</li></ul>

## 3. Background

3.1	At its AGM, the Combined Authority Board recommended that Audit & Governance Committee and Overview & Scrutiny Committee consider co-opting independent members from constituent authorities on the basis of skills and knowledge.
3.2	On 9 June 2023, the Audit & Governance committee resolved to co-opt an independent member (and substitute) from a Constituent Council. The co-opted member would not be given voting rights. The co-option would be for the municipal year 2023/24. The co-opted independent member will be expected to provide advice and bring valuable experience and knowledge to the Committee in discharging its function

## 4. Appendices

4.1	Appendix 1 – Proposed Process
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## 5. Implications

### Financial Implications

5.1	No financial implication presently but there may be financial implication on the appointment of the member(s)
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### Legal Implications

5.2	<p>The Combined Authority is obliged to adopt and maintain a constitution and standing orders. Under the Local Government Act 1972 and the Constitution, the Combined Authority Board has the power to delegate its functions, which are not reserved to it, to Committees, Sub-Committees, Officers, Joint Committees or other Local Authorities.</p> <p>The purpose of the Audit &amp; Governance Committee is to give assurance as to the governance and sound financial management of the Combined Authority. This will likely be strengthened by including members who are independent from the Combined authority Board and scrutiny functions and who are</p>
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	suitably qualified with experience in the area of governance, audit, finance, regulation and compliance or risk management to provide specialist knowledge and insight.
Public Health Implications	
5.3	None directly arising from this report
Environmental & Climate Change Implications	
5.4	None directly arising from this report
Other Significant Implications	
5.5	None directly arising from this report
Background Papers	
5.6	None

<b>Agenda Item 10b</b>	<b>Appendix</b>
<b>Co-option of Independent Members</b>	<b>1</b>

## Proposed process

Agreed Date

Job description and person specification drafted by CFO, the Monitoring Officer and Scrutiny Officer in consultation with the chair of the Audit and Governance Committee.

Final draft proposal, job description / person specification presented to Audit and Governance Committee for review and approval.

Proposal presented to CA Board for agreement.

If CA Board agrees, expressions of interest to be requested from Councillors in Constituent Councils for co-option as a non-voting member(s) and substitute of Audit and Governance Committee.

Selection of candidates to be determined by process approved by Audit & Governance.

Interviews for shortlisted candidates.

First meeting of Audit and Risk Management Committee with co-opted independent member(s) in attendance.



<b>Combined Authority Board</b>		Agenda Item
<b>26 July 2023</b>		<b>10c</b>
Title:	Greater South East Net Zero Hub Delegations	
Report of:	Maxine Narburgh, Regional Head GSE (Greater South East) Net Zero Hub	
Lead Member:	Councillor Bridget Smith, Lead Member for Environment & Sustainable Communities	
Public Report:	Yes	
Key Decision:	Yes – KD2023/033	
Voting Arrangements:	A vote in favour by at least two thirds of all Members (or their Substitute Members) present and voting.	

### Recommendations:

A	Delegate authority to the Executive Director of Resources and Performance and any replacement (or substitute) as set out in table 1, to make decisions on behalf of the Combined Authority when sitting on the Net Zero Hub Board(s).
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### Strategic Objective(s):

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

Enabling resilient communities
The GSE NZH provides technical assistance and grant administration to support decarbonisation and net zero. Objective 4, Place & Connectivity Business Plan is to deliver the Local Net Zero programmes of work to: i) achieve good growth ii) ambitious skills and employment opportunities and iii) resilient communities.

### 1. Purpose

1.1	This report outlines the scope of decisions that need to be made to enable the Greater South East Net Zero Hub to fulfil the requirements of the Memorandums of Understanding (MoUs) with the Department for Energy Security and Net Zero.
1.2	The Board is recommended to approve delegations to the Director of Resources & Performance (or substitute) to make decisions relating to the business of the Greater South East Net Zero Hub.
1.3	All decisions out of scope or above the financial thresholds will be directed to the Environment and Sustainable Communities Committee and Combined Authority Board as applicable.

### 2. Proposal

2.1	The proposal is for the Combined Authority Board to delegate functions to the Director of Resources and Performance (any replacement or substitute) to make decisions relating to the business of the Greater South East Net Zero Hub (GSE NZH).
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	<p>The GSE NZH has governance and project boards that provide strategic direction and make advisory decisions on Hub funds, the delegation to the Director to act on those decisions will enable implementation on the behalf of the Combined Authority Board.</p> <p>The delegations are provided in Table 1, all decisions will be reported to the Environment &amp; Sustainable Communities Committee and/or Combined Authority Board.</p>
2.2	<p>The proposal will meet the strategic objectives by enabling the decisions of the GSE NZH governance boards to be implemented in line with the Combined Authority policy and processes. The decisions of the GSE NZH governance boards are aligned with the GSE NZH programme objectives to accelerate Net Zero across the region and support public sector decarbonisation.</p>

### 3. Background

3.1	<p>In 2018 the Combined Authority Board agreed to become the Accountable Body for the Greater South East Net Zero Hub (GSE NZH) on the recommendation of the eleven Local Enterprise Partnerships that comprise the GSE Net Zero Hub Board.</p>
3.2	<p>The Greater South East Net Zero Hub (GSE NZH) delivers a number of programmes for the Department for Energy Security and Net Zero (DESNZ) across the GSE region, this includes:</p> <ul style="list-style-type: none"> <li>a) Local Net Zero – a public sector net zero support programme, providing strategic and technical support, grant funds, strategic project delivery and knowledge transfer to accelerate and upscale investible local net zero projects.</li> <li>b) Public sector estate decarbonisation – supporting public sector project pipeline development.</li> <li>c) Local Energy Advice Demonstrator - Grant programme administration</li> <li>d) Domestic Retrofit – Sustainable Warmth and HUG2 (Home Upgrade Grant 2) project delivery</li> <li>e) Strategic projects– this includes several ringfenced projects, initiative and pilots being delivered on behalf of the DESNZ.</li> </ul>
3.3	<p>The DESNZ requires the GSE NZH Board to provide the strategic direction on behalf of its constituent local authorities and stakeholders and to be involved in decision making.</p>
3.4	<p>The GSE NZH Hub Board is not a decision-making Board, to enable the Board to be involved in decision-making the Combined Authority Board can delegate to a Combined Authority Officer to act upon the recommendations of the Hub Board.</p>
3.5	<p>The Combined Authority Board can also delegate authority to a Combined Authority Officer to undertake functions to enable the acceptance, commissioning and delivery of projects and programmes of work.</p>
3.6	<p>The recommended delegations grant authority to:</p> <ul style="list-style-type: none"> <li>a) Undertake activities to meet the objectives of the MoUs</li> <li>b) Agree variations to MoUs</li> <li>c) Accept new MoUs</li> <li>d) Vary the capital and revenue delivery of the domestic retrofit schemes</li> <li>e) Administer grant funded programmes</li> <li>f) Set up advisory boards/steering groups/funding panels</li> </ul>
3.7	<p>The delegated authority is requested for the Executive Director of Resources and Performance (or substitute). This may be supported by recommendations from the Hub Board/Project Board, consultation with the Chair of the Environment and Sustainable Communities Committee and Monitoring Officer dependent on thresholds.</p>
3.8	<p>All decisions are made on the principle that they will not impact the Combined Authority budget or staffing arrangements, and such approvals or decisions, where noted, will be reported to the next meeting of the Environment and Sustainable Communities Committee and Combined Authority Board on the exercise of that delegation.</p>

	<b>Delegation</b>	<b>Limitation</b>
1.	<p>Delegate authority to the Executive Director of Resources &amp; Performance (or substitute), upon the recommendation of the Hub Board:</p> <ul style="list-style-type: none"> <li>a) To agree funding allocations for the use of GSENZH funds.</li> <li>b) To develop and design grant programmes in line with GSENZH objectives.</li> <li>c) To commission/procure services, projects and toolkits, and to award and enter into contracts.</li> <li>d) To approve the award of grants.</li> <li>e) To procure services and award contracts for DESNZ ringfenced projects arising out of the GSENZH MoU(s).</li> <li>f) To execute the corresponding grants, contracts and agreements.</li> </ul> <p>Where the decisions do not impact the Combined Authority budget or staffing arrangements.</p> <p>Such approvals or decisions to be reported to the next meeting of the Combined Authority Board on the exercise of that delegation.</p>	<p>Project Development &amp; Acceleration Fund - £1m</p> <p>Technical consultancy £500K</p> <p>Strategic Projects £750K</p> <p>DESNZ ringfenced projects £2million</p>
2.	<p>Delegate authority to the Executive Director of Resources &amp; Performance, in consultation with the Deputy Section 73 Officer and Monitoring Officer, to enter into agreements and approve the budgets corresponding to DESNZ Memorandum of Understanding(s) (MoUs).</p> <p>Where the decisions do not impact the Combined Authority budget or staffing arrangements.</p> <p>Such approvals or decisions to be reported to the next meeting of the Combined Authority Board on the exercise of that delegation.</p>	£5million
3.	<p>Delegate authority to the Executive Director of Resources &amp; Performance, to agree variation(s) to the GSENZH Memorandum of Understanding(s) (MoUs), execute agreements and approve budgets.</p> <p>Such approvals or decisions to be reported to the next meeting of the Combined Authority Board on the exercise of that delegation.</p>	£5million
4.	<p>Delegate authority to the Executive Director of Resources &amp; Performance in consultation with the Chair of the Environment and Sustainable Communities Committee, to accept new GSENZH Memorandum of Understanding(s) (MoUs), execute agreements and approve budgets.</p> <p>Such approvals or decisions to be reported to the next meeting of the Combined Authority Board on the exercise of that delegation.</p>	£10million
5.	<p>Delegate authority to the Executive Director of Resources &amp; Performance, in consultation with the Retrofit Project Board, to take financial decisions and align delegated thresholds with the Governance Framework for Sustainable Warmth &amp; HUG2.</p> <p>Such approvals or decisions to be reported to the Chair of the Environment and Sustainable Communities Committee on the exercise of that delegation.</p>	Up to 10% of capital grant (capped at £7.5m) and £0.5m revenue expenditure.
6.	<p>Delegate authority to the Executive Director of Resources &amp; Performance, in consultation with the Retrofit Project Board, Chair of the Environment and Sustainable Communities Committee and Monitoring Officer to take financial decisions up to 20% of the grant awarded for Sustainable Warmth &amp; HUG2.</p> <p>Such approvals or decisions to be reported to the Environment and Sustainable Communities Committee on the exercise of that delegation.</p>	Up to 20% of grant award (capped at £15m)
7.	<p>Delegate authority to the Executive Director of Resources &amp; Performance (or substitute), to set up advisory boards/steering groups/funding panels and agree Terms of Reference.</p> <p>Such approvals or decisions to be reported to the Environment and Sustainable Communities Committee on the exercise of that delegation.</p>	
8.	<p>Delegate authority to the Executive Director of Resources &amp; Performance, to agree to the mobilisation of the HUG2 project, commence procurement, invite bids and award to successful bidders, and the creation of budget lines to expend the HUG2 funding.</p>	Award contracts up to £156m

Table 1. Delegations to the Director of Resources and Performance (or substitute)

## 4. Appendices

4.1	None
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## 5. Implications

### Financial Implications

5.1	The GSENZH programmes are fully funded and the cost of all support is entirely chargeable to the grants and thus will not increase the Combined Authorities net staffing costs.
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### Legal Implications

5.2	The Combined Authority Board has the power to delegate its functions, which are not reserved to it, to committees, sub-committees, officers, joint committees or other local authorities pursuant to section 101 of the Local Government Act 1972, section 9EA of the Local Government Act 2000 and regulation 5 of the Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012.
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5.3	Chapter 4 Rule 4.6.1 of the Combined Authority's Constitution provides that the Combined Authority Board has the power to delegate its functions, which are not reserved to it, to Committees, Sub-Committees, Officers, Joint Committees or other Local Authorities. The Board cannot delegate its functions to individual members of the Board.
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5.4	In addition, the Combined Authority Board may delegate functions in accordance with a standing scheme of delegation (adopted and updated from time to time) and by specific delegations given in relation to certain matters.
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### Public Health Implications

5.5	The report recommendations will have a neutral impact on public health.
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### Environmental & Climate Change Implications

5.6	The report recommendations have positive implication for the environment and climate change, enabling timely decision making.
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### Other Significant Implications

5.7	All delegation decisions will be compliant with the Combined Authority processes and procedures.
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### Background Papers

5.8	None
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<b>Combined Authority Board</b>		Agenda Item
<b>26 July 2023</b>		<b>11</b>
Title:	Improvement Plan Update	
Report of:	Angela Probert, Interim Director Improvement Programme	
Lead Member:	Mayor Dr Nik Johnson	
Public Report:	Yes	
Key Decision:	No	
Voting Arrangements:	To approve recommendation D and note all other recommendations by a majority of voting Members, subject to that majority including the vote of the Mayor, or the Deputy Mayor acting in place of the Mayor.	

**Recommendations:**

A	To note the progress on addressing the key areas of concern identified by the External Auditor in June 2022 and in the Best Value Notice received in January 2023
B	To note the observations on progress following the meeting of the Independent Improvement Board meeting on 17 July
C	To note the establishment of the Office for Local Government by the Department of Levelling up, Housing and Communities to oversee best value standards and intervention
D	To approve a further £250K of funding from the Programme Response Fund to ensure that the Improvement Programme can deliver the required actions to demonstrate required improvement to both DLUHC and the External Auditor
E	To note the feedback from the recent staff survey held in May 2023
F	To note the appointment of Chair, Independent Improvement Board

**Strategic Objective(s):**

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

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

The identified improvements set out in this report to address the 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 June against the key concerns and observations identified by the External Auditor in June and October 2022, the Best Value Notice received in January 2023 and DLUHC in February 2023.
1.2	The report shares with the Board the proposals by DLUHC to establish the Office for Local Government to oversee 'Best Value' standards and intervention.
1.3	The report shares with the Board the feedback from the recent staff survey on the confidence in the Combined Authority and perceptions of improvement so far.
1.4	Finally, the report confirms the appointment of Chair, Independent Improvement Board.

2. Proposal	
2.1	This report sets out for the CA Board the progress made on identified areas of improvement. This update will be presented to the Independent Improvement Board meeting on 17 July 2023 and a note from the Chair will be circulated to CA Board members in advance of the meeting scheduled for 26 July.
2.2	Attached as Appendix 1 is the programme highlight report setting out progress against the key improvement themes (1 – 5) set out in paragraph 3.2. A summary of key deliverables is set out in paragraph 2.7 below.
2.3	The Corporate Management Team has assessed overall progress against the improvement plan as <b>'Green / Amber'</b> – <i>(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).</i>
2.4	The overall RAG rating of Green / Amber reflects the good progress being made. All but one theme are now focussing upon the clear targets and milestones set out in the project plans and subsequent highlight reports will detail progress against these as we move forward.
2.5	As set out in paragraph 2.7.4 the 'Partnership' improvement theme is still refining its focus to deliver on the stated outcome – <i>'To enhance partnership working within the combined authority, enabling it to act as a bridge between the local area and government'</i> . There is clarity on what is required to turn each plan 'Green' and the fortnightly Improvement Group attended by Corporate Management Team and chaired by the Executive Director, Resources and Performance will ensure a focus on delivering key outcomes. Examples of current broader partnership activity under way are set out in paragraph 3.5
2.6	The CA operates in a changing political environment and recent weeks have demonstrated the close links between this improvement plan and our discussions with government about future arrangements and devolved powers for the CA. The governance improvements that were a major achievement of the first phase of improvement will be necessary to provide assurance to government that we are fit for purpose for enhanced devolution; whilst the Single Assurance Framework will be an essential requirement of any agreement. Similarly, the world of partnerships is shifting as a consequence of these discussions, causing us to continue to scope the deliverables of this theme.
2.7	<b>Improvement Plan progress update to CA Board, July 2023</b> Set out below are the key deliverables from the Improvement highlight report attached as Appendix 1. <b>2.7.1 Governance (Green / Amber)</b> <ul style="list-style-type: none"> <li>• Induction sessions have been held for Overview and Scrutiny Committee, Audit and Governance Committee and CA Board members</li> <li>• The revised scrutiny function has been agreed by Overview &amp; Scrutiny Committee</li> <li>• Member training is in place and underway</li> </ul>

	<p><b>2.7.2 Project delivery (Green / Amber)</b></p> <ul style="list-style-type: none"> <li>• DLUHC engagement has taken place to discuss the Government clearance process for the SAF</li> <li>• Corporate prioritisation proposals taken to Corporate Management Team</li> <li>• Approval thresholds taken to Corporate Management Team for comment</li> </ul> <p><b>2.7.3 Procurement (Green / Amber)</b></p> <ul style="list-style-type: none"> <li>• The PwC recommendations have been accepted</li> <li>• Consideration of the scale and scope of the action plan required to implement the agreed recommendations from the PWC report</li> <li>• Consideration of the resources and governance required to manage and implement the action plan</li> <li>• A detailed stage 2 action plan is being developed</li> </ul> <p><b>2.7.4 Partnerships (Amber)</b></p> <ul style="list-style-type: none"> <li>• The project group has been formed and met for the first time this month.</li> <li>• The terms of reference for the group and project scope have been drafted and an initial Project Plan has been developed.</li> <li>• A review of existing priority partnerships is due to begin w/c 3rd July, which will allow the group to further refine scope and enable more detailed analysis into the appropriateness and effectiveness of various partnerships and working relationships.</li> <li>• Examples of current broader partner activity the Combined Authority is engaged in is set out in paragraph 3.5.</li> </ul> <p><b>2.7.5 Culture, Confidence, Capacity (Green / Amber)</b></p> <ul style="list-style-type: none"> <li>• A formal project plan has been developed with key milestones identified and progress against the plan updated.</li> <li>• Directorate Business Plans drafted and agreed, translated into individual objectives and relayed/discussed during appraisals with over 90% of eligible staff completing these</li> <li>• Leadership values and behaviours drafted into recruitment and selection procedures and documentation</li> <li>• Plan is in place for the Chief Executive's first 100 days</li> <li>• Commenced weekly internal eBulletin from the Chief Executive (CEX)</li> <li>• Third staff conference has taken place, focussing on embedding values and behaviours and meeting the new CEX</li> <li>• Review of third staff survey results, feedback at conference and analysis to inform future plans</li> <li>• Interim staff recruited and commenced to improve internal communications</li> <li>• CA Board Member induction session has taken place promoting values and working together</li> <li>• Training budget (for all training needs) identified and allocated</li> </ul>
2.8	The Highlight report attached as Appendix 1 also sets out the key areas of focus over the next period for all improvement themes.
2.9	Work has continued over the last month by the Corporate Management Team and project managers to develop the improvement delivery plans further, identify interdependencies and put in place capacity to deliver identified outcomes.
2.10	Progress reports continue to be shared with the Independent Improvement Board, Overview and Scrutiny Committee, and Audit and Governance Committee. The Overview and Scrutiny Committee has agreed a series of 'deep dives' of the Improvement activity. At the meeting in July, it will look in detail at 'Procurement' and the planned improvement activity under way.
2.11	In July 2022 the CA Board agreed the allocation of £750,000 from the CPCA Response Fund to enable that money to be utilised on scoping, developing and delivering work relating to CPCA Improvement Activity.

	<p>The allocation agreed and put in place was based on a rough assessment, and was in advance of the Best Value Notice received in January 2023. A review of likely resource requirements by the Executive Director, Resources and Performance of likely resource requirements following scoping of the reframed Improvement Plan has necessitated a review of funding and identified a shortfall.</p> <p>The management of resources will be reviewed on a regular basis by the Improvement Group, Chaired by the Executive Director, Resources and Performance and will reported to future meetings of this Board.</p>
2.12	<p><b>Proposals to establish the Office for Local Government</b></p> <p>The Rt Hon Michael Gove MP Secretary of State for Levelling Up, Housing and Communities announced on 6 July that it is proposed to put in place a new government department - Office for Local Government (OfLG) to oversee best value standards and intervention. The proposals are out for consultation and attached in paragraph 10.1 is a link to the proposals under consideration.</p> <p>The proposals define 'Best Value' by:</p> <ul style="list-style-type: none"> <li>• Continuous development, underpinned by: <ul style="list-style-type: none"> <li>○ Leadership</li> <li>○ Governance</li> <li>○ Culture</li> <li>○ Use of resources</li> <li>○ Service delivery</li> <li>○ Partnerships and Community Engagement</li> </ul> </li> </ul> <p>The guidance sets out characteristics of a well-functioning organisation and indicators of potential failure. The Combined Authority will feed back any comments on the broader recommendations.</p> <p>Over the next few weeks the Corporate Management Team will review the guidance and identify any gaps in the current improvement programme. Following this any proposed changes will be recommended to the CA Board and reported to the Independent Improvement Board.</p>
2.13	<p><b>Confidence in the Combined Authority and perception of improvement progress to-date</b></p> <p>The first formal quarterly meeting with Department for Levelling Up, Housing and Communities (DLUHC) colleagues took place on 6 June 2023. The Acting Chair, Independent Improvement Board met prior to the formal meeting as she was not able to attend. DLUHC was appraised of progress across the improvement themes; including the perceptions of the Independent Improvement Board on areas of assurance and those for further focus. No formal feedback has been received to date.</p> <p>The report to CA Board in May 2023 set out details of the perception of improvement to date from discussions between the new corporate management team and constituent councils senior management teams.</p>
2.14	<p>The report to Board in July 2023 focuses on the feedback from the recent staff survey undertaken in May 2023. This is the third staff survey; previous surveys being undertaken in September 2022 and January 2023. Staff were asked to rank their responses on a scale 1 – 5 (1 being the lowest) to a series of question; consistent with those asked in September 2022 and January 2023. All but one question '<i>Does your job give you the flexibility to meet the needs of your personal life?</i>' received an increase in positivity from the feedback in January 2023.</p> <p>The Corporate Management Team are mindful of the workload of staff and are reviewing workload and priorities to ensure a better balance is in place alongside ensuring available resources are focussed on key priority areas.</p> <p>Details on the survey questions and key comments from staff are set out in paragraph 3.6 to 3.7. Actions to address the areas of 'areas of concern' are being considered and will shared with staff to ensure they know comments are heard and actioned.</p>
2.15	<p><b>Confirmation of Chair, Independent Improvement Board</b></p> <p>Richard Carr has been confirmed as Chair, Independent Improvement Board. He commenced in early July.</p>

### 3. Background

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 2.1. Activity reported to the IIB on 17 July 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 1.
3.4	Paragraph 2.7 sets out the progress on each of the identified improvement themes and notes the activity to be progressed on the improvement theme of 'Partnerships'. Paragraph 3.5 below sets out details of broader partnership activity currently taking place that go beyond the current focus of the agreed improvement theme.
3.5	<p><b>Broader partnership activity currently taking place:</b></p> <ol style="list-style-type: none"><li>a. The Combined Authority (CA) has provided a system leadership role in supporting corporate parenting responsibilities. A Summit was held bringing together stakeholders and members, universities and colleges; and hearing from young people about their lived experience. The CA introduced a Care Leavers Bursary and enhanced support to enable colleges to ensure care leavers can progress. To date, 80 young people have benefited from the bursary.</li><li>b. On the 7 July the CPCA hosted a Rail Summit, chaired by former Transport Minister Rt Hon Norman Baker and Mayor Dr Nik Johnson. Working in partnership with a range of stakeholders the CPCA brought together the rail industry, business leaders and politicians to discuss how rail improvements in Cambridgeshire and Peterborough can unlock good growth for the South-East, East of England and beyond. The timing of the summit allowed us to build on the recent discussion in Parliament about Ely Area Capacity Enhancements and the publication of a new report into Ely junction by England's Economic Heartland and Transport East. The summit was followed by a letter to Treasury and the Department for Transport from Mayor Dr Nik Johnson and Combined Authority Chief Executive Rob Bridge.</li><li>c. Work has commenced to scope the refresh of the Cambridgeshire &amp; Peterborough Independent Economic Review (CPIER) with a stakeholder working group to shape the approach to the refresh including how existing data and insight can be harnessed and the new evidence base be more widely accessible for wider use and benefit.</li><li>d. A joint meeting was held on 5th July with officials from the DHULC team leading deeper devolution, the CPCA, colleagues from constituent Councils and the business community to gain a better understanding of devolution thinking within DHLUC, demonstrate progress being made by the Combined Authority, highlight the continued challenges and opportunities facing the Cambridgeshire and Peterborough economy. DHULC interested in work on economic data (including CPIER refresh and various Greater Cambridgeshire evaluation reports), development of a long-term vision, interconnections between the 3 economies, development of a strategic infrastructure plan and use of working groups to underpin shared activities.</li></ol>



	<p>e. Next round of joint Combined Authority and Local Authority Corporate Management Team Meetings scheduled to commence over the summer, these will build on first round of meetings held during April, May and June as previously reported.</p>
3.6	<p>Paragraph 2.14 set out the details of the staff survey recently undertaken to test the perception of confidence in the Combined Authority by staff. Set out below are the questions asked:</p> <p>Strategic direction and vision</p> <ul style="list-style-type: none"> <li>• Do you think there is a clear direction and vision for the Combined Authority?</li> <li>• Do you have clarity on how your role helps the Combined Authority deliver its own objectives?</li> <li>• Are you able to share the values of the Combined Authority in your day-to-day role?</li> </ul> <p>Operational leadership</p> <ul style="list-style-type: none"> <li>• Would you say the Combined Authority is an efficient and effective organisation?</li> <li>• Is a clear strategic direction communicated?</li> <li>• Do senior leaders demonstrate integrity?</li> <li>• When strategic decisions are made do you understand why?</li> <li>• Do you feel your team has a clear direction?</li> <li>• Do you feel you are able to contribute to key issues across the Combined Authority?</li> </ul> <p>Governance, decision making and performance</p> <ul style="list-style-type: none"> <li>• Do you have a regular 1-1 with your manager?</li> <li>• Have you agreed objectives with your manager?</li> <li>• If yes do they include a personal development plan?</li> <li>• Do you feel valued by your manager?</li> <li>• Do you feel valued by the organisation?</li> <li>• Do you have the information, tools and resources you need to do your job well?</li> </ul> <p>Working for the Combined Authority</p> <ul style="list-style-type: none"> <li>• How does it feel right now working for the Combined Authority?</li> <li>• Do you think your opinions count?</li> <li>• Do you see yourself working for the Combined Authority in 12 months time?</li> <li>• Would you recommend the Combined Authority as a great place to work?</li> <li>• Does your job give you the flexibility to meet the needs of your personal life?</li> </ul>
3.7	<p>Below is the summary of the comments made by staff</p> <p>Positive comments:</p> <ul style="list-style-type: none"> <li>• Clearer vision and direction coming through linked to clear individual objectives and aligned to the Directorate Business plans</li> <li>• How far the organisation has moved forward in the last year and the start of good conversations on values and strategic direction</li> <li>• The integrity of the current senior leadership of the Combined Authority is recognised and a feeling of optimism about the new directors and the professional approach they have brought</li> <li>• Managers being more supportive in a very difficult and uncertain situation</li> <li>• People are starting to feel settled in their roles. The last 12 months has been really quite chaotic.</li> <li>• The CPCA has started to take the necessary steps towards providing stability in the workforce, and to also ignite some excitement about the future of the organisation. The future for staff definitely looks brighter.</li> </ul> <p>Areas to do more on:</p> <ul style="list-style-type: none"> <li>• The translation of vision and strategy isn't quite flowing into the projects themselves and the focus too much on strategy and vision and not enough on delivery.</li> <li>• Many processes are still missing, and some basic tasks take too long, eg recruitment and procurement and sharper processes are required.</li> <li>• Not confident that there is a clear, strategic mayoral direction being communicated yet</li> </ul>

	<ul style="list-style-type: none"> <li>• The integrity of the current senior leadership of the Combined Authority is recognised, however there is less comfort with the integrity of the elected members who make up the second strand of leadership</li> <li>• Staff need to be appreciated by senior leaders and more capacity is required for effective delivery, including corporate functions such as procurement, legal, finance and comms and volume of work is affecting work life balance and wellbeing</li> <li>• Feeling quite removed from the decision making. The communication is often quite complex to follow.</li> </ul>
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## 4. Appendices

4.1	Appendix 1 – Improvement Highlight Report, June 2023
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## 5. Implications

### Financial Implications

5.1	The decision in July 2022 to earmark £750k of funds for the Improvement Programme was taken before the Best Value Notice was issued from DLUHC in January 2023. The additional actions required from the Best Value Notice are over and above those anticipated when the original funding was allocated. It is anticipated that a further £250k will be required to meet the full costs of those additional actions.
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### Legal Implications

5.2	<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.</p> <p>In response, the CPCA Board agreed the Improvement plan in October 2022. The Combined Authority Board owns the Improvement Plan and as part of the process regular feedback is provided as in this report.</p> <p>As a Combined Authority, the CPCA must operate within a highly legislated and controlled environment. Chapter 4 of the Constitution sets out the functions reserved to the Board. Paragraph 1.1 of Chapter 4 reserves certain functions to the Combined Authority Board including the adoption of, and any amendment to or withdrawal certain plans and strategies including other strategies and plans as agreed under Paragraph 1.1 (n). Decisions related to Governance is reserved to the CPCA Board. Governance includes, under sub paragraph j, any other matters reserved to the Board</p>
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### Public Health Implications

5.3	None
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### Environmental & Climate Change Implications

5.4	None
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### Other Significant Implications

5.5	None
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### Background Papers

5.6	<a href="#">CA Board report 22 March</a> <a href="#">Best Value Notice</a> <a href="#">External Auditor letter</a> <a href="#">Best value standards and intervention draft guidance (publishing.service.gov.uk)</a>
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<p><b>Improvement Plan Phase 2</b>  <b>Programme Level Highlight Report for the Period:</b>    <b>1 June 2023 to 30 June 2023</b></p>
<p style="text-align: center;"><u><b>Lead Executive Director Overview</b></u></p> <p>This is the first of the highlight reports that detail progress against the second phase of our improvement journey. The first phase was brought to a conclusion in the end of March 2023. This allowed us to refocus on the improvement journey, to reflect upon advice and feedback from the Independent Improvement Board, DLUHC and our external auditor to ensure the priorities for improvement reflect those of our partners and stakeholders.</p> <p>The result is a new phase of the Improvement Plan with 5 themes that demonstrate both this new focus and continuity with our improvement journey.</p> <p>As with any new plan there is a forming stage where we convene the necessary resources, governance and processes to deliver our outcomes and this has been focus of these early weeks. All themes are now focussing upon the clear targets and milestones set out in their project plans and subsequent highlight reports will detail progress against these as we move forward.</p> <p>We operate in a changing political environment and recent weeks have demonstrated the close links between this improvement plan and our discussions with government about future arrangements and devolved powers for the CA. The governance improvements that were a major achievement of our first phase will be necessary to provide assurance to government that we are fit for purpose for enhanced devolution; whilst the Single Assurance Framework will be an essential requirement of any agreement. Similarly the world of partnerships is shifting as a consequence of these discussions, causing us to continue to scope the deliverables of this theme.</p> <p>Overall the programme is rated as Green/Amber and I encourage readers to look at the definitions that underpin this rating (at the end of this document) since with all themes at an early stage with much to do in a constrained timetable such a rating is appropriate at this stage. I am confident of progress and achievement and expect this to be reflected in future ratings .</p>

Individual Workstream Status		
Workstream	this period	last period
Governance and decision making	green/amber	N/A
Procurement	green/amber	N/A
Project, Planning and delivery	green/amber	N/A
Partnership working	amber	N/A
Confidence, Culture and Capacity	green/amber	N/A

## Governance and Decision Making

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

**Project Outcomes:**

- Plan for embedding new structures
- Review membership of committees, & advisory groups
- Review of BB role & role of BAP
- Review role of Mayoral Advisory Group
- Develop Terms of Reference for each group
- Create Financial Regs, Procurement Code & SAF
- Consideration of EDAF Requirements
- Internal review of governance arrangements by A&G
- Recruitment of permanent staff into interim posts:
- Monitoring Officer
- Head of HR
- Place Director
- Review independent councillor representation
- Guidance documents and training
- Member remuneration
- Review role of Scrutiny function
- Review non-councillor membership in groups (CIPF code)

<b>Workstream Sponsor:</b>	Nick Bell
<b>Project Manager/s</b>	Louisa Simpson
<b>PMO (Programme Management Office) Support:</b>	Heidi Robinson
<b>Agreed Completion Date</b>	31/03/2024
<b>Forecast Completion Date</b>	31/03/2024
<b>Reporting Period:</b>	
01/06/2023 - 30/06/2023	
<b>Governance and Decision Making - Project Status</b>	<b>This Period:</b>
	<b>Previous Period:</b>
Green / Amber	

**Governance and Decision Making - Project Manager update:**

The project group has met this month and have agreed the scope of the project and developed the project plan.

The project group has been agreed and fortnightly meetings arranged, as well as fortnightly meetings between the Workstream Sponsor and Project Manager.

The project group and ToRs have been agreed - ToR is being circulated for agreement/sign off.

Project documentation is being developed and will be completed and signed off by the end of June 23. The Risk Register will be agreed at the next project meeting.

The tasks identified as in scope have been given completion dates and to date the below has been completed:

- > Financial regulations have been agreed
- > Constitutional changes have been agreed and the new constitution is on the website - 17/05
- > The revised scrutiny function has been agreed by Overview & Scrutiny Committee - 19/06
- > Member training is in place and underway - first session 21/06
- > Membership of new Committees LA have been asked to nominate reps
- > Membership of Advisory Groups LA have been asked to nominate reps
- > New Chief Executive started - 01/06

**Governance and Decision Making - Workstream Sponsor comments:**

Good progress being made. Scope agreed and refined. Project plan in place for most key deliverables and agreed lead for business board governance issues. Identified overlap/dependencies on culture theme for appointments to key roles and project delivery for SAF - both now resolved. Positive work in defining roe of O&S since last meeting. **There is some clarity required on key dependencies especially with SAF and delegations in the lead up to July Board, where some decisions will be taken. More prominent decisions will be taken to September Board in relation to the changes of the constitution and SAF.**

<b>Governance and Decision Making - Key Milestones/Activities this Period</b>		
1	Agreed project plan and clear scope	
2	Agreed interdependencies where we have been able to identify them	
3	The revised scrutiny function has been agreed by Overview & Scrutiny Committee	
4	Plans around member training are in place	
5	Agreed key dates - all meetings are in the diary	
<b>Governance and Decision Making - Key Milestones Planned for Next Period</b>		
1	Finalise the Risk Register	
2	Agree role of the Business Board & Business Advisory Panel	
3	Agree remuneration policy for members	
4	Agree officer support required for O&S Committee	
5	Agree Procurement Code	
<b>Governance and Decision Making - Key Milestones Project Risks</b>		
	<b>Risk Description</b>	<b>Mitigation</b>
1	<b>Resilience of staff to deliver the new structures</b>	Support for staff from CMT and continued emphasis
2	<b>Resistance of staff to work within new structures</b>	Messages regarding the benefits of the new
3	<b>Resistance of Members to work within new structures</b>	Training is in place and has started for new and
<b>Governance and Decision Making Report Completed By:</b>		Louisa Simpson, Nick Bell
<b>Completion Date</b>		30/06/2023

## Procurement

**Project Description:** To redesign the Procurement function in line with the PWC report, ensuring that Governance, Operating Model, Capability & Capacity and Compliance are reflected in the redesign. Carrying out the practical elements of updating the Contracts Register, revising the Procurement Strategy, Policy & Procedures. 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 (Programme Management Office) Support:</b>	Heidi Robinson
<b>Agreed Completion Date</b>	31/12/2023
<b>Forecast Completion Date</b>	31/12/2023
<b>Reporting Period:</b>	01/06/2023 - 30/06/2023
<b>Procurement - Project Status</b>	<b>This Period:</b>
	<b>Previous Period:</b>

Green / Amber

**Procurement - Project Manager update:**

The project group has met this month and have agreed the scope of the project and developed the project plan.

The project group has been agreed and fortnightly meetings arranged, as well as fortnightly meetings between the Workstream Sponsor and Project Manager.

Project documentation is being developed and will be completed and signed off by the end of June 23. The Risk Register will be agreed at the next project meeting.

The tasks identified as in scope have been given completion dates and to date the below has been completed:

- > Procured the support to develop the CA Procurement Strategy

**Procurement - Workstream Sponsor comments:**

There is a clearly agreed scope and project plan with key dates to ensure we deliver to required timelines. Some key milestones are already being achieved, e.g. A&G on 7th July will receive draft procurement strategy & policy and refreshed CPR. Engagement of procurement user in project group has proved beneficial to provide wider view.

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

1	Consideration of the scale and scope of the action plan required to implement the agreed recommendations from the PWC Report. Report to be shared with CA Board on 26 July
2	User involvement to ensure that what is designed from a central perspective has the right interface and it works from a user perspective
3	Consideration of the resources and governance required to manage and implement the action plan
4	Development of a detailed stage 2 action plan

**Procurement - Key Milestones Planned for Next Period**

1	Sign off risk register and project management documents
2	Clarify roles & responsibilities of the project group
3	Agree the preferred delivery structure for procurement function
4	Update the contracts register
5	Establish Procurement Hub
6	Training to be provided on procurement and contract management to be rolled out back end of summer
7	Revise Procurement Policy
8	Development of a detailed stage 2 action plan

<b>Procurement - Key Milestones Project Risks</b>		
	<b>Risk Description</b>	<b>Mitigation</b>
1	<b>Recruitment of Contracts Manager and Procurement Officers</b>	Interim options being investigated
2	<b>Strategy misalignment</b>	Working with key officers to ensure alignment across SAF & governance
3		
<b>Procurement Report Completed By:</b>		Louisa Simpson
<b>Completion Date</b>		30/06/2023

<b>Project Plans and Delivery</b>		
<b>Project Description: Development of an inclusive Single Assurance Framework (SAF)</b>		
<b>Project Outcomes: Agreement by the CPCA and partners of a SAF</b>		
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 (Programme Management Office) Support:</b>	Thomas Farmer	
<b>Agreed Completion Date</b>	30th September 2023	
<b>Forecast Completion Date</b>	30th September 2023	
<b>Reporting Period:</b>		01/06/2023 - 30/06/2023
<b>Project Plans and Delivery - Project Status</b>	<b>This Period:</b>	Green / Amber
	<b>Previous Period:</b>	N/A
<b>Project Plans and Delivery - Project Manager update:</b>		
<b>Engagement</b>		
<p>The SAF project involves a significant level of engagement. There is an M10 Group, a Partner Working Group that all Constituent Authorities are represented on and an Internal Working Group that consists of CA Business Areas. Engagement with all of these groups was undertaken in June on SAF entry points.</p> <p>Engagement has also begun with DLUHC as the SAF requires DLUHC (and DfT and DfE) clearance before it can come into operation. The initial engagement confirmed that the English Devolution Accountability Framework (EDAF) will now guide the clearance process, detailed EDAF criteria/ guidance has not yet been developed and so initial engagement has involved pressing DLUHC for a steer.</p> <p>An update was provided to the Audit &amp; Governance Committee who remain supportive of the SAF development work. An outcome of the meeting was a request to provide Committee Members with a detailed map of the SAF through an illustration that highlights political oversight and accountability. This will be developed in July.</p> <p>The Corporate Management Team (CMT) have been provided with a high level update on the project and the Finance Team have been engaged (through Rob Emery) on the SAF entry points.</p>		
<b>Focus</b>		
<p>The focus in June has been on getting a clear steer from CMT on the development decision points for the SAF. These originally included splitting clearance of the SAF content, with approval thresholds and corporate prioritisation approach going to Board in July and everything else in September. CMT supported the request from the Project Manager that the split decision approach be replaced by a single approval in September, with additional engagement with Leaders Strategy meeting (informal Board) and CMT in the development process on elements that require a steer. The split decision approach was causing difficulties and delays to the project as it required a proposed approach to the front end of SAF without key implications from the development phase, which would follow in development, being taken on board.</p> <p>Getting a detailed Project plan completed has also been a focus.</p>		
<b>Delivered</b>		
<p>In addition to getting a completed Project Plan (that is now undergoing amendment to fit with CMT steer on split decision) the following have been delivered:</p> <ul style="list-style-type: none"> <li>• Project Plan</li> <li>• Entry Point process options for both in-year proposals and Corporate Plan drawdown</li> <li>• Draft Concept paper and draft assessment criteria</li> <li>• Evidence based proposals for Approval Thresholds (based around the Principle of Approval agreed at the March 2023 Board)</li> </ul>		
<b>Issues</b>		
<p>The issues explained above in regard to the split decision have been resolved, however the time taken in resolving these has temporarily put the project behind schedule in elements of its engagement. As a result engagement with Regional CEXs is being done via email rather than through the monthly meeting.</p> <p>The level of response from engagement continues to remain an issue, particularly on the CA side. A trickle of feedback is beginning to emerge from some of the Constituent Authorities.</p> <p>The level of work that goes into the engagement efforts is considerable and takes time, as well as shapes the overall timeline. The amount of 'fruit' this engagement is delivering is not currently matching the effort being put into it.</p>		
<b>Next Steps</b>		
<p>July will be a significant month for the development of the SAF, the LSM meeting on 12 July being key. If a steer is provided on the key areas then the project will be in a good position to advance development at pace.</p>		
<b>Project Plans and Delivery - Workstream Sponsor comments:</b> Progress continues for what is a significant piece of work. The issue around the split decision has now been resolved which will allow progress with development of process, criteria and templates in support of the SAF document to accelerate. DLUHC clearance should be considered in context of the CAs improvement and DLUHC involvement in that process, IIB support in seeking DLUHC support for this would be beneficial.		



<b>Project Plans and Delivery - Key Milestones/Activities this Period</b>		
1	Concept Paper development	
2	Approval Thresholds development	
3	interdependencies identified	
4	Front Door/ Initiation options completed	
<b>Project Plans and Delivery - Key Milestones Planned for Next Period</b>		
1	Template/ criteria/ process development for Initiation	
2	LSM paper on approvals	
3	Performance framework direction to go to CA Board in July followed by detailed framework going to CA Board in	
4	Risk paper going to Audit and Governance Committee in July	
5	Business Case approach development & development phase	
<b>Project Plans and Delivery - Key Milestones Project Risks</b>		
	<b>Risk Description</b>	<b>Mitigation</b>
1	Capacity of PM due to governance task requests	Working Group support now available
2	CMT direction not provided	Change in split decision and clarity on steer points provided
3	Engagement activities not producing input and leading to timeline delays	Refocused engagement agendas and offers of 1-2-1 meetings with Constituent Authorities
<b>Project Plans and Delivery Report Completed By:</b>		Jodie Townsend
<b>Completion Date</b>		21/06/2023

<b>Partnership Working</b>		
<b>Project Description:</b> To enhance partnership working within the combined authority, enabling it to act as a bridge between the local area and government. This involves establishing a unified voice and offer through coordinated representation, policy alignment, and effective advocacy. The project 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.		
<b>Project Outcomes:</b> CPCA should be the bridge between the local area, government and all local regional and national partners and		
<b>Workstream Sponsor:</b>	Richard Kenny	
<b>Project Manager/s</b>	Pete Tonks	
<b>PMO (Programme Management Office) Support:</b>	Heidi Robinson	
<b>Agreed Completion Date</b>	31/03/2024	
<b>Forecast Completion Date</b>	31/03/2024	
<b>Reporting Period:</b>		01/06/2023 - 30/06/2023
<b>Partnership Working - Project Status</b>	<b>This Period:</b>	Amber
	<b>Previous Period:</b>	N/A
<b>Partnership Working - Project Manager update:</b>		
<p>This month has concentrated upon the formulation of the essential project management processes required to take this project forward.</p> <p>The project group has been formed and met this month. Terms of Reference for the group, a high level project scope has been drafted and a high level initial Project Plan has been developed.</p> <p>The Project Group will initially meet on a monthly basis and these meetings have been arranged. Additionally, fortnightly meetings between the Workstream Sponsor and Project Manager will take place.</p> <p>Further Project documentation is being developed and will be completed and signed off by the end of June 23. The Risk Register will be agreed at the next project meeting in early July.</p> <p>The tasks identified as in scope have been given completion dates and to date the below has been completed:</p> <ul style="list-style-type: none"> <li>- Terms of Reference drafted</li> <li>- Project Plan drafted</li> <li>- Breadth of Scope analysis agreed</li> </ul> <p>The next phase of the project will be to finalise those partnerships that require attention from the project, either because of their current function requiring improvement or their importance. This latter point is influenced by the Devo discussions with partners and government, which is bringing some partnerships - for example housing- up the CPCA agenda. This is a key reason why this scoping work has not been completed to date as we adjust to this rapidly changing partnership landscape.</p>		
<b>Partnership Working - Workstream Sponsor comments:</b>		
<p>The first phase of the Improvement Plan saw tangible improvements in the approach to partnership working by the CA. The changes to governance at both member and officer level saw new streamlined decision structures in place whilst complementary cross authority working groups were established. The involvement of the CEX as leads in each theme of the Improvement Plan increased cross authority understanding and this has promulgated down in cross authority working groups for the development of the SAF. Finally the Devo 2 development is led by a cross authority working group and project teams led by the CA but populated by officers from all councils.</p> <p>Given this progress and the multitude of partnerships the CA is involved in the project group have agreed that a short scoping exercise to identify and prioritise the key partnerships to focus upon will be the next step. Action plans to consider how best to then maximise their utility based upon an assessment of importance, our influence etc will guide the following actions.</p> <p>The work on this theme is resource intensive and close attention will need to be paid to questions of capacity. The Head of PMO is aware of this pressure.</p> <p>Finally, I agree that at this early stage a RAG rating of amber is appropriate. Much of the project is still ahead of us and to be fully scoped and this workstream is of necessity a step behind the other workstreams as we hone down where attention to partnership development will add value in a changing partnership landscape as a consequence of the Devo discussions.</p>		
<b>Partnership Working - Key Milestones/Activities this Period</b>		
1	Consideration of the scale and scope of the action plan required to implement the agreed milestones	
2	Consideration of the resources and governance required to manage and implement the action plan	
3	Development of a detailed stage 2 project plan	

<b>Partnership Working - Key Milestones Planned for Next Period</b>		
1	Agree/secure project resources	
2	Define/scope types of Internal (CA & Constituent Authorities) partnerships to include in review	
3	Put in place resources to deliver key outputs	
4	Commence review of existing internal partnerships	
<b>Partnership Working - Key Milestones Project Risks</b>		
	<b>Risk Description</b>	<b>Mitigation</b>
1	TBA	TBA
2		
3		
<b>Partnership Working Report Completed By:</b>		P Tonks; R Kenny
<b>Completion Date</b>		30/06/2023

## 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 strong foundation for the Combined Authority to effectively deliver its goals and serve the region within a positive working environment.

**Project Outcomes:**

**Ambition and Priorities:**

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

**Values and Behaviours:**

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

**Leadership:**

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

**Recruitment, Retention, Reward and Resources**

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

<b>Workstream Sponsor:</b>	Kate McFarlane
<b>Project Manager/s</b>	Pete Tonks
<b>PMO (Programme Management Office) Support:</b>	Heidi Robinson
<b>Agreed Completion Date</b>	31/03/2024
<b>Forecast Completion Date</b>	31/03/2024
<b>Reporting Period:</b>	01/06/2023 - 30/06/2023
<b>Confidence, Culture and Capacity - Project Status</b>	<b>This Period:</b>
	<b>Previous Period:</b>

Green / Amber

N/A

**Confidence, Culture and Capacity - Project Manager update:**

The project group has been formally formed and met this month to begin to draft Terms of Reference for the group and project scope. An initial project plan has been developed with key milestones identified and progress against the plan updated.

The Project Group will initially meet fortnightly and these meetings have been arranged. Additionally, regular meetings between the Workstream Sponsor and Project Manager will take place.

Further Project documentation is being developed and will be completed and signed off by the end of June 23. The Risk Register will be agreed at the next project meeting.

The tasks identified as in scope have been given completion dates and to date the below has been completed:

- Project Plan drafted
- Directorate Business Plans drafted and agreed, translated into individual objectives and relayed/discussed during appraisals with over 90% of eligible staff completing these.
- Development of behaviours linked to each value through a workshop held in April 2023
- 3rd staff survey completed to continue building the CA 'one team' ethos in delivering the vision and priorities and embedding agreed values
- 3rd staff conference held in June which focussed on meeting the new CEX, development of behaviours, feedback from most recent staff survey & celebrating successes
- Increase Interim Comms Capacity
- Member Induction Session including emphasis on 'How we work together' held
- Onboarding of new CEX
- Commenced Weekly Internal eBulletin from CEX
- Training Budget (for all Training Needs) Identified and allocated
- Leadership Values and Behaviours drafted into Recruitment and Selection Procedures and Documentation

**Confidence, Culture and Capacity - Workstream Sponsor comments:**

Work on this improvement theme commenced in April, but with the appointment of the project manager in May, June has seen the necessary structure rapidly coming into place. A number of key activities have been delivered in June, including a new style Member Induction session that was well attended and received, with feedback being used to inform future activities. The third all staff conference and the third staff survey were completed, with the survey seeing a positive response to all questions with the exception of one. Significant movement noted on questions relating to Vision and direction and how staff contribute, Staff having 1-1s with managers, objectives set and development plan discussed and Improvements being seen since September in Operational leadership, Governance, decision making and performance and how staff feel working for the CA. Much needed interim internal communications capacity is now in place which will allow for improved communication with staff, including how we can better share results from staff survey and the action that is arising as a result of it. During this period the external review of communications, engagement and public affairs activity has commenced with interviews with stakeholders and staff scheduled. This is a key piece of work that builds on previous Workstream F Improvement Activity. Early scoping work has also taken place on the refresh of the CPIER and development of a shared vision with a Board steer anticipated at the July Board meeting.

Confidence, Culture and Capacity - Key Milestones/Activities this Period		
1	3rd Staff Conference	
2	3rd staff survey	
3	CA Board induction including 'how we work together' and reflections on futher activity	
4	Onboarding of new CEX	
5	Snr Policy officer recruited to Mayors office	
6	Leadership Values and Behaviours drafted into Recruitment and Selection Procedures and Documentation	
Confidence, Culture and Capacity - Key Milestones Planned for Next Period		
1	Commence internal communications review and improvement	
2	Staff conference and workshop review to consider and plan next steps and translate into 'you said - we listened - we did'	
3	Corporate Performance Reporting (Balanced Scorecard) to commence	
4	Continue recruitment to activities to establish effective capacity to support the Mayor's priorities	
5	CA Board to be asked to provide steer on refresh of CPIER and development of a vision	
6	Approval of additional HR policies	
Confidence, Culture and Capacity - Key Milestones Project Risks		
	Risk Description	Mitigation
1	TBA	TBA
2		
3		
Confidence, Culture and Capacity - Report Completed By:		P Tonks; K McFarlane
Completion Date		28/06/2023

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 appears to be unachievable as issues have been identified which officers conclude are at present not manageable or resolvable. The theme will therefore need re-profiling.



<b>Combined Authority Board</b>	Agenda Item
<b>26 July 2023</b>	<b>12</b>

Title:	Corporate Performance Report - 2023/24 Baseline
Report of:	Kate McFarlane, Head of Policy and Executive Support
Lead Member:	Mayor, Dr Nik Johnson
Public Report:	Yes
Key Decision:	No
Voting Arrangements:	N/A

**Recommendations:**

A	Note working list of Corporate Key Performance Indicators (KPIs) and approach
B	Consider progress of initial performance data, progress in delivery of most complex programmes, projects and activities.
C	Note progress to evaluate impact of the original Devolution Deal Investment Fund
D	Note plans to develop the Combined Authorities (CA's) Performance Management Framework (PMF)
E	Review and comment on the relevance and accessibility of the performance information presented in this report.

**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

Performance reporting and the Performance Management Framework will support the scrutiny of performance information relating to the achievement of outcomes and outputs relating to all five strategic objectives, strengthening scrutiny and accountability in line with expectations outlined in the English Accountability Devolution Framework. The Performance Management Framework will also be a key policy that supports the organisation to achieve best value and high performance.

## 1. Purpose

1.1	<p>This report sets out our proposed new approach to performance reporting to enable feedback. The proposal is for the quarterly reports to be made up of performance reporting of our:</p> <ul style="list-style-type: none"><li>• Corporate Key Performance Indicators (KPIs)</li><li>• Most Complex Programmes and Projects</li><li>• Priority Activities</li><li>• Original Devolution Deal (through our Investment Fund Gateway Review)</li></ul> <p>In the immediate term Improvement Programme reporting will be reported separately.</p>
1.2	<p>A regular update on progress of the Devolution Deal Investment Fund Gateway Review assessment will replace previous reporting on progress against our Devolution Deal.</p>
1.3	<p>The Performance Management Framework will be coming to the September CA Board meeting, alongside a new Single Assurance Framework approach. The associated Performance Report will include more detailed information on our KPIs and the first reporting on progress against each of them than is included here.</p>
1.4	<p>We are still early in our journey in developing our KPIs and feedback is welcome. Whilst we are making significant strides forward, further effort will be required to establish and embed reporting, before it becomes routine. The CA is committed to making improvements across all KPIs to enhance the effectiveness of performance monitoring.</p>

## 2. Proposal

2.1	<p><b>Proposed working list of Corporate KPIs</b></p> <p>The CA is aiming to establish a comprehensive and refined list of Corporate KPIs, with a balanced scorecard approach encompassing resident, internal process, learning and growth, and financial perspectives.</p> <p>Establishing and embedding a performance management culture is new to many areas of CA activity and the organisation as a whole. Stakeholder engagement, awareness and capability are key. The CA are making significant strides forward, although progress has sometimes been slow due to the newness of the process. Further effort will be required to establish and embed reporting, before it becomes routine. Cross-organisational collaboration is critical ensuring accurate data collection, targets and performance commentary are captured.</p> <p>Appendix 1 provides the proposed list of Corporate KPIs which are made up of two elements. The proposed resident outcome measures that directly link to our adopted Corporate Plan and internal, learning &amp; growth and financial KPIs. We are especially seeking the views of Board on what are the most relevant and important internal, learning &amp; growth and financial KPIs that members would want to see reported. Feedback from CACEG/CPPSB Group was that it would not be appropriate to report all of the internal, learning &amp; growth and financial KPIs to the Board because of the sheer number and it would be appropriate to condense the list and prioritise those reported.</p> <p>Appendix 2 is an example of how we intend to report performance against KPIs in future reports, showing detail behind two of the KPIs from the list provided in Appendix 1.</p> <p>In developing our approach, the CA has actively explored best practice in corporate performance reporting and looking forward is seeking to establish the dashboard using Excel. Once the Excel dashboard has been developed, an automated PowerBI dashboard will follow to present performance against each KPI in a dynamic manner.</p> <p>Currently, the CA are at the stage of refining KPIs, assessing available data and developing targets. The development of the dashboard is underway, aligning KPIs with the balanced scorecard perspectives. The CA are advancing step by step in the creation of the dashboard and categorising KPIs accordingly.</p>
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2.2

**Proposed approach to reporting Corporate KPIs**

The CA are proposing the implementation of a RAG rating system to assess the performance of the KPIs. This rating system provides a clear and standardised approach to evaluating KPI performance based on predefined criteria. The RAG Rating consists of the following categories:

RAG Rating	Description
Red	Current performance is off target by more than 10%
Amber	Current performance is off target by 10% or less
Green	Current performance is on target by up to 5% over target
Blue	Current performance is on target by more than 5%
Baseline	Indicates performance is currently being tracked to inform the target setting process
Contextual	These measures track key activity being undertaken, to present a rounded view of information relevant to the service area, without a performance target
In Development	Measure has been agreed, but data collection, target setting and/or dashboard are in development

This allows for easy comparison and understanding of performance levels. Secondly, the system offers clear visual cues, making it easier to identify areas of concern or success at a glance. Additionally, the RAG rating system covers the entire spectrum of KPI development, from measures that are already in place and being tracked to those still in the development stage.

Appendix 1 in future reports will have columns showing performance; this includes target, direction for improvement, performance (current period), performance (previous period), % change in performance and RAG rating. If there are any Red KPIs, this paper will summarise the planned actions to improve performance. Any changes to the proposed list of KPIs or additions will be noted in each report.

2.3

**Proposed list of most complex programmes and projects & rationale for Most Complex reporting**

The CA is accountable for over 50 projects or programmes, each of which are reported on in line with our Assurance Framework.

A new dashboard has been developed which includes reporting on these 50+ projects, and it will be live on our website from August 2023.

As there is going to be reporting on all our projects and programmes on our website, we have taken the approach to bring to the CA Board a more focused report on the most complex and significant projects.

In this Corporate Report we are therefore proposing to focus our reporting on those that are 'Most Complex'. Most Complex refers to CPCA funded programmes and projects that are considered most significant at the time of the report, in terms of value, strategic fit and where there would be significant impact if the project fails to deliver.

To reach the proposed list we have used our existing Corporate Prioritisation approach and assessment, that was used during the call for projects in early 2022. It is linked to the Sustainable Growth Ambition Statement and the CA's Six Keys to Sustainable Growth. We also considered the stage of project and financial value.

A new approach to Corporate Prioritisation is being proposed in the Single Assurance Framework, due to come to September Board meeting. If approved this would supersede the current approach outlined above.

To reach this proposed list, we used an existing approach, but we understand that it is imperfect and there may need to be some subjectivity in it.

See Appendix 3 for performance summary of the Most Complex programmes and projects.

<p>2.4</p>	<p><b>Headline Priority activities</b></p> <p>The CPCA has been going through a significant period of change and transformation since Autumn 2022. During this period a number of priority activities to support the successful delivery of the Corporate Plan and Mayoral Ambition Statement have been identified.</p> <p>Communications, Engagement and Public Affairs was highlighted as one of six targeted areas for improvement. We are committed to improving the Combined Authority’s lobbying ability and the Public Affairs Team are working on the development of a transformational plan to deliver this. A core element of embracing our convening role is to further develop and communicate our key offer to government. An example of this is the Rail Summit the CPCA hosted on Friday 7th July, chaired by former Transport Minister Rt Hon Norman Baker. Working in partnership with a range of stakeholders the CPCA brought together the rail industry, business leaders and politicians to discuss how rail improvements in Cambridgeshire and Peterborough can unlock good growth for the South-East, East of England and beyond. The timing of the summit allowed us to build on the recent discussion in Parliament about Ely Area Capacity Enhancements and the publication of a new report into Ely junction by England’s Economic Heartland and Transport East. The summit was followed by a letter to Treasury and the Department for Transport from Mayor Dr Nik Johnson and Combined Authority Chief Executive Rob Bridge.</p> <p>In addition to lobbying around rail improvements, we are also working with colleagues in South Cambridgeshire on initial activity around the water and utility constraints which are blocking much-needed growth in the region.</p> <p>To drive improvements in Communications, Engagement &amp; Public Affairs an external review which seeks to agree the focus and structure of efficient and highly effective fit for the future communications, engagement and public affairs functions is underway. Staff and stakeholders are feeding into this. The review is scheduled to be completed in Q2.</p> <p>Work is also underway to scope out our detailed requests for further skills devolution for the Cambridgeshire &amp; Peterborough Region. In the trailblazer devolution deals for the West Midlands and Greater Manchester Combined Authorities commitments have been made to ensuring that the education, skills, and employment support system is truly responsive to local needs, including those identified by employers in the local skills improvement plan. In addition to proactively developing our position we are looking to raise awareness of the opportunities for further skills devolution and Councillor Anna Smith, Deputy Mayor, will be highlighting this in her speech at the East of England All Party Parliamentary Group’s Levelling up, Education and Skills Session in July 2023.</p> <p>Project plans and delivery was one of eight themes for improvement identified by the External Auditor and Best Value Notice. The development of a new Single Assurance Framework that reflects agreed organisational values, drives standards and ‘future proofs’ the Combined Authority will ensure the strongest possible delivery of priority activities. A revised Risk Management Framework is being embedded within corporate governance arrangements to ensure any risks to the delivery of priority activities can be identified and remediated as early as possible.</p>
<p>2.5</p>	<p><b>Evaluation of impact of Original Devolution Deal (Gateway Review) update</b></p> <p>As part of devolution, all Combined Authorities and Growth Deals are expected to undergo a five yearly review of effectiveness: with DLUHC setting the requirements for this process. The purpose of the Gateway Review is to evaluate the impact of (locally appraised) interventions funded by each Investment Fund on local economic growth, and the process by which these interventions were agreed and implemented.</p> <p>The CA has produced a Local Evaluation Framework as the first stage of its second Gateway Review involving tailored logic models covering activity by intervention areas with a plan for intervention-level evaluations. The CA has proposed where impact evaluation is appropriate with agreement from the Independent Evaluation Panel (IEP).</p> <p>The Local Evaluation Framework has been submitted to the Department for Levelling Up, Housing &amp; Communities (DLUHC) for final review and sign off.</p>

2.6

**Planned evaluation of the impact of the CA’s Devolution Deal**

The timeline for the Gateway Review is as follows:

<b>Output</b>	<b>Submission Date</b>
Local Evaluation Framework (LEF)	30th June 2023
Mid Term Report	End February 2024
Final Report and Contextual Report	End October 2025
Challenge Session	Post October 2025

An impact evaluation is the core focus of the LEF. All interventions (expected to) complete one year in advance of the Gateway Review Final Report are in scope for impact evaluation. The following four interventions will be subject to impact evaluation for this Gateway Review:

- Covid Micro Grants
- Market Towns (Phase 1)
- University of Peterborough
- Enabling Digital Connectivity

In some cases where it will be too early to evaluate impacts by the Gateway Review, a progress evaluation will be included that will report on the progress that interventions have made by the point of the Gateway Review. All the interventions will be included in the progress evaluation.

A progress plus evaluation can be a secondary option for interventions which are significant in terms of progress with implementation, financial scale, novel delivery method, strategic importance, etc. This will identify emerging outcomes and consider the anticipated future beneficial impacts of an intervention. The following two interventions will be subject to a progress plus evaluation:

- Business Growth Fund
- Market Towns (Phase 2)

The timing of the impact evaluation research for the interventions, extending over the period up to and including the Gateway Review report in October 2025, will involve identifying, planning, executing, and analysing key tasks required for the evaluation.

2.7

**Planned further development of Performance Management Framework (PMF)**

**Progress to date**

- Work is underway to draft a PMF for the CA.
- Research on PMF best practice has been completed and models for consideration presented to the Chief Executives’ Group for their guidance and views.
- A working group of constituent authority officers who are experts in performance management, and Members and officers from across the CA, including O&S and A&G, are actively engaged in developing the PMF.
- Lessons learnt from the development and implementation of the CA’s Interim PMF is being fed into the development of the PMF.

**PMF Structure**

The PMF will be structured to include:

- Sections on accountability principles; our approach to performance management; governance, roles and responsibilities; our performance management system; our performance management culture; and assurance.
- An introduction will describe why performance management is important and sets out what and who the PMF is for and what it contains.
- A section on accountability principles will describe who the CA is accountable to and how we have developed the PMF.

- A section on our approach to performance management will describe the models and guidance we have drawn on and the standards we are meeting. This will include the Golden Thread model and guidance from the Department for Levelling Up, Housing and Communities.
- A section on governance, roles and responsibilities will set out who is accountable for the CA's performance management and who is involved. It will describe how these roles and responsibilities relate to the CA's constitution and how the CA will develop its resources and capacity in order to implement the PMF.
- A section on our performance management system will set out how performance management relates to our Single Assurance Framework, how we choose and produce performance measures, how we give the public, our Mayor and Members access to performance information, how we report the CA's performance and how we use a range of communications channels to actively bring our performance information to the attention of the public
- A section on performance management culture will describe how our performance management will demonstrate our values and how we will develop officers', Mayor's and Members' knowledge, skills and behaviours (e.g. in data literacy), in order to embed the PMF.
- A section on assurance will describe how we will monitor and evaluate the implementation of the PMF.

2.8 **PMF Next steps**

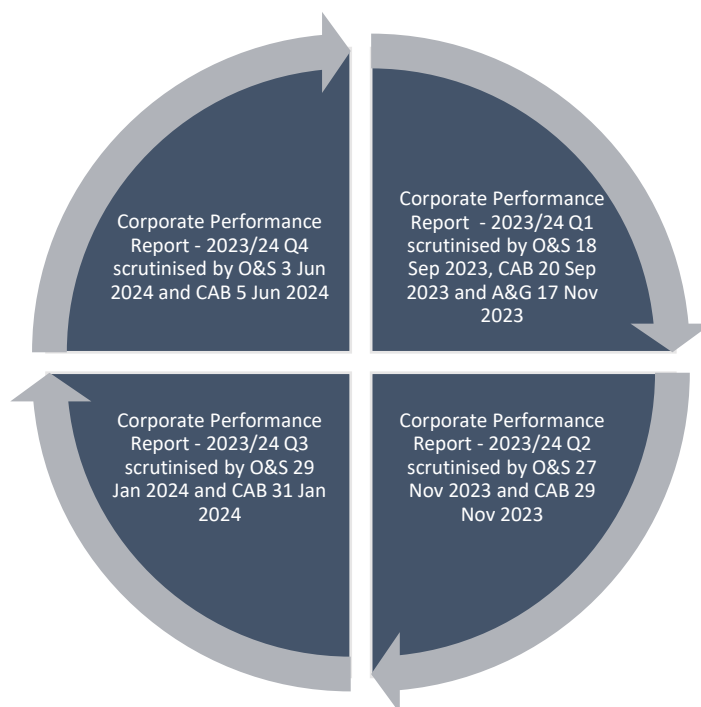
**PMF Development Timeline**

The proposed timeline for the development of the PMF is outlined below.



**PMF Implementation Timeline**

The proposed reporting cycle is detailed below.



### 3. Background

#### 3.1 National government policy

On 16 March 2023, DLUHC published the English Devolution Accountability Framework. This provides guidance to MCAs and other institutions with devolved powers and is structured around three key forms of accountability:

- local scrutiny and checks and balances
- accountability to the public
- accountability to the UK government

Regarding local scrutiny, the framework includes the following statements:

- An Overview and Scrutiny Committee's role is to review and scrutinise the institution's decisions (whether planned, underway or implemented) and to make reports and recommendations to the authority on the discharge of its functions and on matters that affect the authority's area or residents.
- [It is] crucial that [Combined Authority Overview and Scrutiny] committees can recruit committed, motivated members and, crucially and retain them in post for more than one year to allow appropriate training, build knowledge and maintain focus on key policy and performance issues.
- It is crucial that local scrutiny of institutions with devolved powers sets new standards for holding their institutions to account for delivery.
- To that end, the government will develop a new Scrutiny Protocol for all institutions with devolved functions on the relationship between the mayor/elected leader, the institution and its scrutiny/audit functions. It will do this working with the currently established mayoral combined authorities, the GLA and those areas which have agreed devolution deals for their areas, as well as organisations such as the Centre for Governance and Scrutiny.
- The Scrutiny Protocol will focus on ensuring that each institution has a sustained culture of scrutiny. Membership on committees should be prized and competed for. Retention of members for several years should be common. Members should be able to devote the time to the role. And the committees should have the profile and cachet to ensure that their findings are brought to the attention of the public wherever necessary.
- Committees should have easy access to relevant data to support their role. They should be supported by a well-resourced team of clerks, regular training opportunities and access to research and analysis capability.
- Government recognises that this will take significant change and the development of the Scrutiny Protocol is an opportunity to explore innovative ideas.
- The Protocol will be developed during 2023 with a view to publishing later in year, and will be incorporated into the next iteration of this framework. Successfully implementing the Protocol will be a key factor when determining eligibility for single funding settlements and deeper devolution deals.

#### 3.2 Legislation and guidance

Article 10 of the Combined Authorities (Overview and Scrutiny, Access to information and Audit Committees) Order 2017 states that Members of the CA OSC have enhanced rights to access information under the control of the CA or the Mayor.

Statutory guidance 'Overview and scrutiny: statutory guidance for councils and combined authorities' was published by the Department for Levelling Up, Housing and Communities in 2019. It states that, when considering what information scrutiny needs in order to carry out its work, scrutiny members and the executive should consider scrutiny's role and the legal rights that committees and their individual members have, as well as their need to receive timely and accurate information to carry out their duties effectively. Scrutiny members should have access to a regularly available source of key information about the management of the authority – particularly on performance, management and risk.

	<p>The Centre for Governance and Scrutiny (CfGS) published ‘Overview and scrutiny in combined authorities: a plain English guide’ in 2021. The section ‘Getting, and using, information to support prioritising work’ states that scrutiny members should have access to a regularly available source of key information about the management of the authority – particularly on performance, management and risk. It continues that “the consideration of detailed performance and finance data (and other data-heavy reports and presentations) at a formal committee is also a practice that tends to be ineffective. It is often best that such “regularly available sources of information”, as described in the statutory guidance, is shared with members between meetings, with member briefings convened if there is felt to be a specific, justified need for face-to-face conversations. Having access to this information means that members can then make more informed choices about what issues they actually escalate to committee for discussion. This reflects the need for councillors to drive the work process, rather than having reports and information brought to them merely for information and comment.</p>
<p>3.3</p>	<p><b>CPCA’s Constitution</b></p> <p>Chapter 4 Rule 4.2.2 of the CPCA constitution states that the CAB is directly responsible for driving output of key deliverables/performance measures for achieving good growth and ensuring that Thematic Committees and the Business Board are driving delivery of good growth key deliverables as they relate to each Thematic Committee remit. In addition, Rule 4.3.3 states that the adoption of, and any amendment to or withdrawal of the Performance Management Framework is a function that is reserved to the CAB.</p> <p>Chapter 7 Rules 7.2.1, 7.3.1 and 7.4.1 state that the Transport and Infrastructure Committee, Environment &amp; Sustainable Communities Committee and Skills &amp; Employment Committee are accountable for driving delivery of strategic performance measures and performance management of key performance measures from the Corporate Plan, within remit of the relevant Committee.</p> <p>Chapter 13 Rule 13.3.6 states that the Audit &amp; Governance Committee shall monitor the CA’s risk and performance management arrangements, including reviewing the risk register, progress with mitigating actions and assurances.</p> <p>Chapter 17 Rules 17.3.10, 17.3.11, 17.3.17 and 17.3.22 state that the CA’s Shareholder Board will have a role in ensuring proper governance of the Authority’s Subsidiaries, such role to include</p> <ul style="list-style-type: none"> <li>• monitoring performance and information from each Subsidiary, in particular on financial and other risks and escalating such risks within the Authority as appropriate</li> <li>• agree a mechanism to communicate the shareholder’s views to the Subsidiary by effecting systematic engagement between the Chair/Chief Executive Officer and shareholder role to assure effective performance against strategy and governance.</li> <li>• Reporting to the Board on the performance of the Subsidiary Companies</li> </ul>
<p>3.4</p>	<p><b>Stakeholder engagement</b></p> <p>Improved performance management was a key aspect of the Improvement Plan endorsed by Board in October 2022.</p> <p>Following the approval of the Improvement Plan in October 2022, a Chief Executive Lead was allocated to the Performance Management elements within the plan. Since this we have continued to work closely with the lead to shape the work on Performance, Assurance and Risk Management.</p> <p>Chief Executives have been kept informed on progress. Most recently on 29 June our approach to performance was discussed at the CACEG/CPPSB Group. Feedback from that group has been taken on board and resulted in changes to this paper.</p> <p>In early 2023 the Chief Executives nominated officers from their authorities to engage with us on performance management, as well as assurance and risk. Following this we met individually with each member of the group and then developed a Partner Working Group. These meetings have allowed us to share how partners currently report on performance, and how we should report going forward. It has also allowed discussions for opportunities for closer working and sharing of data. Officers in particular noted that they welcomed sharing of performance information, and closer working on Corporate KPIs. It has been recognised that what we are trying to achieve with performance management is good practice.</p>

	<p>Most recently this group met on 20 June 2023 where this Corporate Report was reviewed. As we continue to develop our KPIs and project performance reporting, we will continue to work closely with partners in co-production.</p> <p>These proposals have been co-produced with partners who have helped shape them and have been engaged throughout. This co-production will continue with next stages of the development of the PMF.</p> <p>The PMF and performance report have also been co-produced with CA colleagues, and an Internal Working Group has also been established. The membership of this was decided by the Corporate Management Team, thereby ensuring views and engagement from across the organisation.</p> <p>Members of A&amp;G and O&amp;S have been engaged in the development of the PMF and Corporate Performance Report through reports to A&amp;G on 9 June 2023 and O&amp;S on 19 June 2023, and a workshop in mid-July.</p>
3.5	<p><b>Evolution of CAB Performance Reporting</b></p> <p>A Performance Report was last taken to Board in July 2022. Until now this had been superseded by reporting on the performance on the Improvement Plan, of which an action was to improve the way we report on performance.</p> <p>The previous performance reports offered a one-page dashboard on how we are doing against three KPIs, these were GVA, Jobs and Housing. It also offered some high-level project information on the number of red, amber and green projects.</p> <p>Progress against the Devolution Deal was last brought to Board in January 2022, following suggested improvements to reporting by Audit &amp; Governance (A&amp;G) in December 2022. The report offered narrative update on how we are doing against each of the theme chapters. The reporting on progress against the Devolution Deal is now being superseded by this report and the new Local Evaluation Framework (LEF), see 2.12 for more information.</p> <p>On 30 March 2022, the CAB resolved to:</p> <ol style="list-style-type: none"> <li>a) Adopt a Line-of-Sight performance management model.</li> <li>b) Adopt an initial set of 29 Strategic Performance Indicators to be reported to Board, with further work to take place to develop leading indicators.</li> <li>c) Agree that a Performance Report is taken to the Board quarterly as a dashboard, and that the 'key projects' profile element of the previous Performance Dashboard be removed.</li> </ol> <p>On 19 October 2022, CAB resolved to adopt an Improvement Framework including, as Workstream E, Project Outcome E2: A robust and effective PMF is in place in support of strategic framework and governance arrangements.</p> <p>On 25 January 2023, CAB approved the CPCA Corporate Strategy and Business Plan 2023-25. This set out four strategic objectives with 23 associated outputs that show what the CA is achieving in the short term. The strategy also sets out the outcomes that describe what it is that the CPCA really wants to provide for the people living in the area. The strategy states that monitoring outcomes is important as this is the point at which there will be material change and improvement in the life of people living and working in Cambridgeshire and Peterborough.</p> <p>On 22 March 2023, CAB noted a proposed reframed focus for outstanding improvement activity to be delivered that requires a continued corporate focus. Relating to Theme E2, actions are:</p> <ul style="list-style-type: none"> <li>• The scoping, development and implementation of the PMF by the autumn of 2023.</li> <li>• Until that date an interim PMF to be developed to provide increased assurance around project and programme delivery.</li> </ul> <p>On 31 May 2023, CAB resolved to agree a fifth strategic objective of 'Achieving Best Value and High Performance'. This objective was proposed so that CPCA can clearly demonstrate Best Value and High Performance to a range of stakeholders and ensure that managerial focus and wider scrutiny is concentrated on this theme as well as the other four strategic objectives already approved.</p>

## 4. Appendices

4.1	<a href="#">Draft Balanced Scorecard</a>
4.2	<a href="#">Draft Corporate KPIs Dashboard</a>
4.3	<a href="#">Most Complex Programmes and Projects Report</a>

## 5. Implications

### Financial Implications

5.1	<p>The recommendations above have no direct financial impact. However, work is ongoing to further develop the Performance Management Framework to provide the CPCA with a stronger evidence base, which has the potential to support more effective decision making relating to best value. e . This may include additional costs relating to:</p> <ul style="list-style-type: none"><li>• Commissioning research</li><li>• New data sets</li><li>• Software subscriptions</li><li>• New analyst post</li><li>• Staff training</li></ul>
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### Legal Implications

5.2	<p>This report needs to be seen in the context of the legal and constitutional nature of the CPCA itself. Under Section 3 of the Local Government Act 1999 (as amended by s137 of the Local Government &amp; Public Involvement in Health Act 2007), the CPCA is under a general duty to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.</p>
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### Public Health Implications

5.3	<p>This proposal will provide the CPCA with a stronger evidence base, which has the potential to support more effective decision making relating to public health impact.</p>
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### Environmental & Climate Change Implications

5.4	<p>This proposal will provide the CPCA with a stronger evidence base, which has the potential to support more effective decision making relating to environmental and climate change impact.</p>
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### Other Significant Implications

5.5	<p>This proposal will provide the CPCA with a stronger evidence base, which has the potential to support more effective decision making relating to equality, diversity and inclusion impact.</p>
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### Background Papers

5.6	<p><a href="#">English Devolution Accountability Framework</a> <a href="#">CfGS-CA-Scrutiny-Guidance-2nd-Edition-SINGLE-PAGES.pdf</a></p>
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Balanced Scorecard Perspective	Strategic Objective	KPI	Input / Output / Outcome	Leading / Lagging	Reporting Frequency	Reporting Delay
Resident	Achieving Best Value and High Performance	Indicator 31: Partner Perception	Output	Leading	TBC	
	Achieving Good Growth	Indicator 8: Gross Value Added for Cambridgeshire and Peterborough Area	Outcome	Lagging	Annual	2 years
		Indicator 11: Business Demography	Outcome	Lagging	Annual	1 year
		Indicator 9: Total number of jobs and number of jobs per working age person in CPCA Area	Outcome	Lagging	Annual	2 years
		Indicator 10: Total Jobs	Outcome	Lagging	Annual	
		Indicator 16: New Housing Completions	Output	Lagging	Annual	
		Indicator 19: Deprivation Gap	Outcome	Lagging	Annual	
		Indicator 32: Number of business startups in CPCA Area	Outcome	Leading	Annual	
		Indicator 33: Net contribution to treasury indicator	Outcome	Lagging	TBC	
	Ambitious Skills and Employment Opportunities	Indicator 21: Proportion of the total population in CA area with level three, four, five and six qualifications	Outcome	Lagging	Annual	2 years
		Indicator 22: Number of apprenticeship opportunities by CA funded investment	Output	Leading	TBC	
	Enabling Resilient Communities	Indicator 13: Total CO2 from Transport	Outcome	Lagging	Annual	
		Indicator 12: Total CO2 reduction	Outcome	Lagging	Annual	
		Indicator 20: Percentage of households in fuel poverty	Outcome	Lagging	Annual	2 years
		Indicator 14: Proportion of land (hectares) that is classed as nature rich	Outcome	Lagging	TBC	
	Improving Connectivity	Indicator 15: Killed or seriously injured (KSI) casualties by road user type and district	Outcome	Lagging	Annual	2 years
		Indicator 17: Mode Share	Outcome	Lagging	Annual	2 years
		Indicator 42: Average journey length by purpose	Outcome	Leading	Annual	

Internal Process	Achieving Best Value and High Performance	Indicator 40: Number of contract waivers submitted	Output	Leading	Monthly	
		Indicator 41: Percentage of projects delivered on time	Output	Leading	TBC	
		Indicator 6: Website Accessibility Score	Output	Leading	Monthly	
		Indicator 47: Percentage of staff that completed Data Protection and Information Security courses	Output	Lagging	Monthly	
		Indicator 46: Number of FOI requests responded and completed within 20 days of review	Output	Lagging	Annual	
	Achieving Good Growth	Indicator 4: Number of affordable homes built on sites unlocked by Combined Authority funded investment	Output	Leading	Annual	
		Indicator 1: Total number of jobs created and supported by key Combined Authority Economy and Growth funds	Output	Leading	Annual	
		Indicator 43: Research and development indicator	Output	Leading	TBC	
	Ambitious Skills and Employment Opportunities	Indicator 7: Enrolments and achievements supported by adult education services funded by CA investment	Output	Lagging	Annual	
		Indicator 5: Number of University of Peterborough Phase 1 Enrolments	Output	Lagging	Annual	
	Enabling Resilient Communities	Indicator 35: Acres of land turned over to nature recovery with CA investment	Output	Lagging	TBC	
		Indicator 38: Number of landowners receiving CA-funded support to encourage nature	Output	Leading	TBC	
		Indicator 2: Cumulative number of homes retrofitted in current financial year by month	Output	Lagging	Annual	
		Indicator 3: Proportion of buses that are electric	Output	Leading	Annual	
		Indicator 45: Indicator of water and power infrastructure delivered with CA investment	Output	Lagging	TBC	
	Improving Connectivity	Indicator 18: Percentage of households with full-fibre and percentage of households with gigabit-capable broadband	Output	Leading	Annual	
		Indicator 36: Number of footfall and cyclists in CA supported locations	Output	Lagging	TBC	

		Indicator 39: Number of passenger journeys for travel innovations supported by CA	Output	Lagging	TBC	
		Indicator 44: Number of rail stations supported	Output	Lagging	TBC	
Learning and Growth	Achieving Best Value and High Performance	Indicator 23: Staff Absence Rates	Input	Lagging	Monthly	
		Indicator 50: Staff Satisfaction	Input	Lagging	TBC	
		Indicator 24: Staff turnover	Input	Lagging	Monthly	
		Indicator 26: Gender Pay Gap	Input	Lagging	Annual	
		Indicator 51: CPCA Diversity	Input	Leading	Monthly	
Financial	Achieving Best Value and High Performance	Indicator 27: Actual vs budgeted income to date (current financial year)	Input	Leading	TBC	
		Indicator 28: Actual vs budgeted expenditure to date (current financial year)	Input	Leading	TBC	
		Indicator 29: Budget vs forecast loss/carried forward (current financial year)	Input	Leading	TBC	
		Indicator 30: Proportion of unringfenced income in current financial year budget and forecast	Input	Leading	TBC	
		Indicator 48: Efficiency measured as total output (measure tbc) vs input (total forecast expenditure)	Output	Leading	TBC	
	Achieving Good Growth	Indicator 52: Proportion of expenditure allocated to Achieving Good Growth (current financial year budget and forecast)	Input	Leading	TBC	
	Ambitious Skills and Employment Opportunities	Indicator 25: Proportion of expenditure allocated to Ambitious Skills and Employment Opportunities (current financial year budget and forecast)	Input	Leading	TBC	
	Improving Connectivity	Indicator 34: Proportion of expenditure allocated to Improving Connectivity (current financial year budget and forecast)	Input	Leading	TBC	
Enabling Resilient Communities	Indicator 49: Proportion of expenditure allocated to Enabling Resilient Communities (current financial year budget and forecast)	Input	Leading	TBC		

## Indicator 7: Enrolments and achievements supported by adult education services funded by CA investment

Target	Direction for Improvement	Current Period (to date)	Previous Period	Change in Performance
17,000	↑	17,295	16,740	3.21%

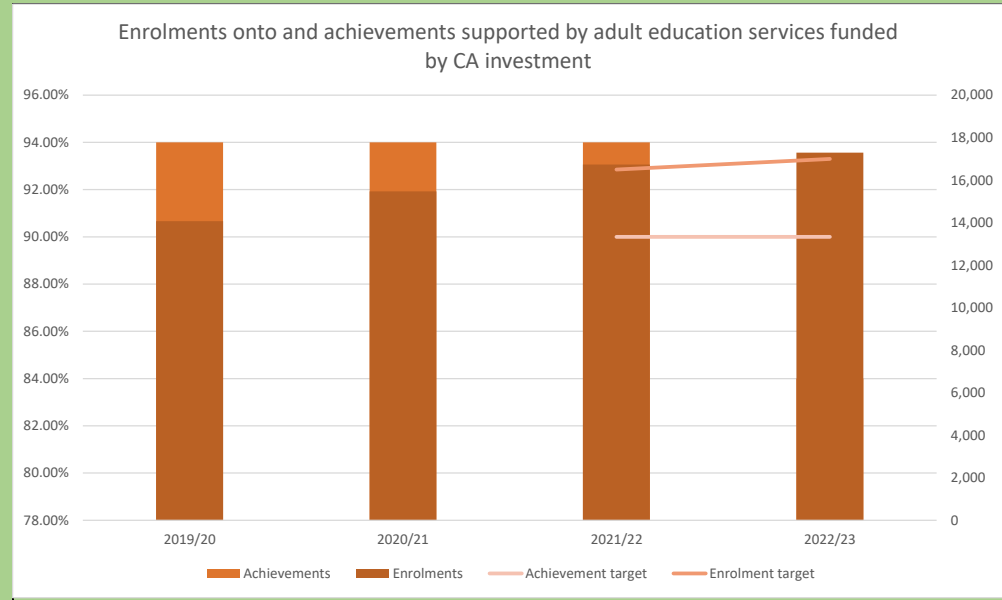
RAG Rating
Green

### Indicator Description

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

The data is shown through as academic years, with a combination of enrolments and achievements along with targets starting from 2021/22. The current period performance is also to date and to be put in consideration when examining the data.

### Useful links



### Commentary

In 2019/20 and 2020/21, the national lock-downs due to the Covid-19 Pandemic meant that colleges and training centres were closed. While delivery transitioned online, enrolments were below pre-pandemic levels. During the 2021/22 academic year, performance greatly improved with an 8% increase in enrolments and participation. Mid-year data for 2022/23 shows an upward trajectory, with a 19% increase in enrolments compared to the same period last year.

### Actions

1. Continue to focus on improving CPCA internal business processes and compliance.
2. Continue to build and strengthen CPCA capacity to performance manage Providers.
3. Focus on improving data quality and tracking outcomes.

**Indicator 2: Cumulative number of homes retrofitted in current financial year by month**

	Target	Direction for Improvement	Current Period	Previous Period	Change in Performance
LAD3	3,368	↑	1,577	539	65.82%
HUG1	377	↑	293	72	75.43%

RAG Rating	
LAD3	Red
HUG1	Red

**Indicator Description**

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

Tackle fuel poverty by increasing low-income homes' energy efficiency rating while reducing their energy bills – a key principle of the 2021 fuel poverty strategy; Sustainable Warmth: Protecting Vulnerable Households in England.

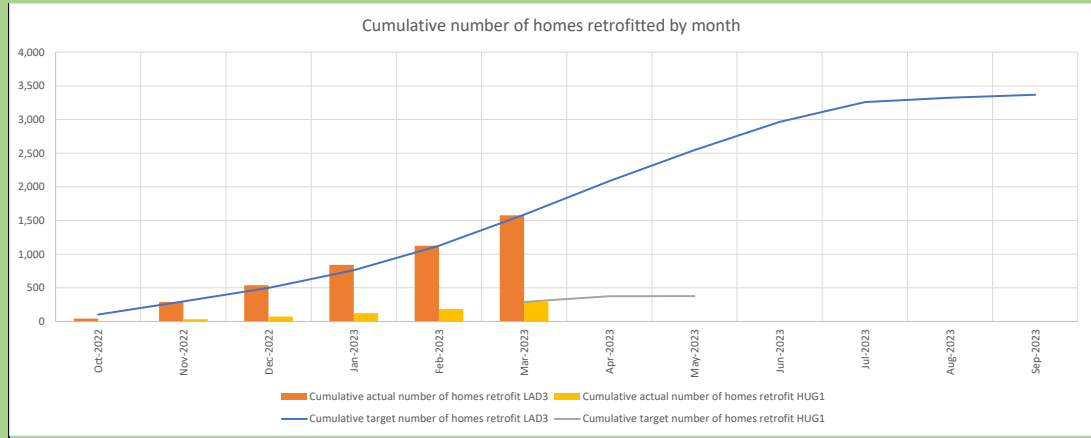
- a) Deliver cost-effective carbon savings to carbon budgets and progress towards the UK's target for net zero by 2050.
- b) Deploy low carbon heating, supporting the transition away from fossil fuel-based heating and supporting supply chain growth of the clean heating sector.
- c) Support clean growth and ensure homes are thermally comfortable, efficient, with a reduced impact on the environment and well-adapted to climate change.
- d) Support economic resilience and a green recovery in response to the economic impacts of Covid-19.
- e) Deliver better quality, safer, greener homes in levelling-up and rural areas.

This reflects the CA's commitment to sustainability and its efforts to mitigate climate change. There are currently two live schemes reporting retrofits of properties: Local Authority Delivery phase 3 (LAD3) and Home Upgrade Grant phase 1 (HUG1). LAD3 treats homes which use mains gas to heat them and HUG 1 treats homes off mains gas. Updated targets for both LAD3 and HUG1 were agreed with DESNZ in March 2023 through the Managed Closure process which are presented here together with the actual cumulative number of homes which have completed a retrofit installation, by month.

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

**Useful links**

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



**Commentary**

LAD3 is expected to complete retrofit of homes by end of September 2023 with final scheme closure following. It is currently delivering approximately to target from the Managed Closure agreed with DESNZ. HUG1 has been a difficult scheme to delivery within the scheme rules and cost caps with many homes found to be undeliverable due to these and other issues such difficulties in providing ventilation to the required standard. HUG1 is expected to complete retrofit of homes by end of March, with a small number of exceptional installations agreed with DESNZ for installation by end of May 2023, with final scheme closure following, as reflected in the target. The RAG rating of the GSEZNH delivery currently with DESNZ is Amber reflecting this delivery performance.

There was previously Local Authority Delivery phase 2 (LAD2) which reported 2,684 homes retrofit and total spend of £21,285,856.83 in its final scheme closure which completed in February 2023 with BEIS. This scheme included local authorities within CPCA within the 136 covered by the GSEZNH delivery.

Funding was secured from Home Upgrade Grant phase 2 (HUG2) of £81,421,480.73 for retrofit of an estimated 3,845 homes awarded by DESNZ for delivery from April 2023 through to March 2025. The delivery is currently mobilising with no homes retrofit yet.

**Actions**

- Complete delivery of retrofit in homes and commence closeout of HUG1 scheme.
- Continue delivery of retrofit in homes through LAD3 scheme.
- Continue to mobilise delivery of HUG2 scheme.

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

## Appendix 3 - Most Complex projects update

**July 2023**

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

Project/programme	Description	RAG	Direction of travel	Update/narrative on status	Next key milestone	Outcomes and Impacts	Number 1 risk and mitigation
<b>Peterborough Station Quarter</b>	Regeneration of the area around Peterborough Train Station – known as Station Quarter. A site consisting of circa 18 acres of underutilised land around the station.	Green	→	Consultant has been appointed to progress work on an Outline Business Case (OBC) by PCC. First project steering group took place in June 2023.	Draft OBC – December 2023	<ul style="list-style-type: none"> <li>- New Access to Western Entrance</li> <li>- Improved public access</li> <li>- Regeneration of City, increased footfall in city centre.</li> <li>- Enhanced passenger facilities</li> <li>- Range of commercial and retail spaces</li> <li>- Improved pedestrian and cycling routes and facilities</li> <li>- Increased GVA</li> <li>- Reduction Co2</li> </ul>	<p>Risk – Impacted cost increases potentially related to material inflation and labour cost increases, leading to impact on OBC and future deliverability.</p> <p>Mitigation – Once fully designed we will be looking at options to mitigate inflation, such as buying products early in the programme and storing them.</p>
<b>University of Peterborough</b>	The Combined Authority, Peterborough City Council and Anglia	Amber	↑	Phase 1 and 2 constructed. Phase 2 progress being made	Phase 3 construction and handover	To add – employment and skills	Risk - Material supply shortages leading project

	Ruskin University (ARU) have been working closely together as partners and with key stakeholders in designing and building the university and research facility.			for building occupation by tenants. Phase 3 construction underway and being delivered under contract to time and budget.	of second teaching building – Autumn 2024		delays and increased costs.  Mitigation – PropCo1 has approved additional funding to cover increased costs (in addition to existing project contingency).
<b>Net Zero Programme</b>	A capital fund comprising Sustainable Warmth (Local Authority Delivery Phase 3 and Home Upgrade Grant Phase 1), and Home Upgrade Grant Phase 2.	Amber	↑	Home Upgrade Grant Phase 2 is now in mobilisation. Government have upgraded project delivery for Sustainable Warmth to amber as delivery evidence is now coming through.	- Procurement of contractors for HUG2 in June, and appointment of contractors in July - Continued delivery of LAD2 to September 23	- Co2 reduction - Percentage households living in fuel poverty reduced - 3,792 homes upgraded from LAD3. - 4,419 homes upgraded from HUG 1&2	Risk – Financial risk on meeting parameters of the programme in particular cost caps, batch approvals and inflationary pressures, leading to reduction in Properties receiving measures.  Mitigation – Bi-weekly meetings with the Department and weekly meetings with contractors to review the pipeline and any financial pressures.
<b>Bus Reform Programme</b>	Delivering better public transport to our citizens. This is through Zero Emission Buses, Demand Responsive Transport (TING), and other works to improve buses in our region such as a Bus	Green	↑	Bus Service Improvement Plan was consulted on in early 2023 and BSIP+ funding has been obtained. Zero Emission Buses have been successfully delivered in May. New	Submitting proposal to DfT for BSIP+ roll out – End of August	- Increased patronage on public transport - Stability and expansion of network to re-establish connectivity, frequency and reliability.	Risk – Failing to maintain service quality whilst keeping prices down, leading to continued cuts by bus providers.  Mitigation – Network Review will devise a new

	Service Improvement Plan and Bus Strategy to work on potential Franchise or Enhanced Partnership solution.			project to record roadside infrastructure is being scoped and going to July Transport & Infrastructure Committee meeting.		- Reduction car traffic - Reduce CO2 Emissions	and more efficient bus network, increasing attractiveness to bus providers.
<b>Adult Education Provision</b>	To provide Adult Education that can be accessed by employers and individuals to fund a huge range of training. The programme also includes a Level 3 adult education offer through Free Courses for Jobs.	Green	→	Programme is on target for delivery. Enrolments on our Adult Education courses have continued to increase, we are currently up by 14% on last year. In this academic year, as of June 23, 10,000 residents have participated in learning. Free Courses for Jobs enrolments are up by 81%.	Doubling enrolments in Level 3 – August 2023 Outcomes for learners – on-going	- Employee jobs - Growth (GVA) - Enrolments onto Adult Education courses - Double enrolments in Level 3 courses.	Risk – Providers failing to achieve targets set in the contracts lead to CA not achieving its targets in the Employment & Skills Strategy.  Mitigation – Expanded the marketplace of providers, strengthened performance management and compliance.
<b>Business Growth Service</b>	The Service consists of 5 workstreams, these are: 1.A Growth Coaching Service 2. An Inward Investment Service 3.A Skills Brokerage Service including Careers Hub 4.A Capital Growth Investment Fund	Amber	↑	Programme performance has improved significantly over year 2 with 3,771 jobs created to date. Increased to amber following recent approval of programme review with Government to	Continued delivery to December 2023 (please note elements of the Service will be continued subject to funding Board approvals)	- Growth (GVA) - New Jobs (5278) - Apprenticeships (1400) - 1705 Additional training	Risk – Recover – Orient – Adapt – Regrow (ROAR) grants behind expenditure profile due to incomplete audit trains in European Regional Development Fund documentation from delivery partner.



	5. A Growth Hub service			address areas of under-performance.			Mitigation – Review is underway following the published report by Independent Consultant, due for first draft end of July.
<b>Market Town Masterplans</b>	Masterplans developed to provide an evidence base and a set of priorities for the market towns to consider to realise their future economic growth potential. Phase 1 provided the investment to implement masterplans. Phase 2 providing investment to strengthen local communities and groups and to support social enterprises and community-owned businesses.	Green	→	Phase 1 investment fully committed and delivery underway, with a portfolio of 52 projects. A total of 26 projects are now completed, 17 projects are 'in delivery' (to be completed by March 2024), 5 projects are 'in delivery' (completion expected March 2025) 1 project 'in delivery' (completion expected March 2026), and 2 projects have been cancelled (and budget reallocated within the programmes project portfolio).	To complete procurement of delivery partners for phase 2 and to mobilise delivery by end of July 2023.	<ul style="list-style-type: none"> <li>- Jobs created and safeguarded</li> <li>- Revitalised market towns</li> <li>- Bringing back vacant assets into use through community ownership</li> <li>- Driving footfall</li> <li>- Improving cultural local sense of pride in place</li> <li>- Improving community space</li> </ul>	<p>Risk – Delivery timescale slippage, leading to underspend against budget.</p> <p>Mitigation – To seek Board approval to reprofile budget spend.</p>



<b>Combined Authority Board</b>		Agenda Item
<b>26 July 2023</b>		<b>13</b>
Title:	Shaping the Future	
Report of:	Kate McFarlane, Head of Policy & Executive Support	
Lead Member:	Mayor Dr Nik Johnson	
Public Report:	Yes	
Key Decision:	No	
Voting Arrangements:	Simple majority of voting Members, subject to that majority including the vote of the Mayor, or the Deputy mayor acting in place of the Mayor	

<b>Recommendations:</b>	
A	To endorse the planned refresh of the previous Cambridgeshire and Peterborough Independent Economic Review (CPIER) evidence base to inform a new State of the Region Review and provide comment on the emerging areas outlined in para 2.6.
B	To endorse the co-development of a Shared Vision for Cambridgeshire and Peterborough as a Place and provide comment on the approach outlined in para 2.14 - 2.16.
C	To approve drawdown of £320k funding from the Programme Response Fund in the Medium-Term Financial Plan (MTFP), with £150k to deliver the State of the Region Review and £170k for the Shared Vision.
D	To note the alignment with the development of the Strategic Infrastructure Delivery Framework (SIDF) as agreed as the Environment & Sustainable Communities Committee on 12 June 2023.

<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	In order to have a robust evidence base and a clear view on shared future ambitions and priorities for the whole area, a number of separate but linked pieces of work are being proposed. The Combined Authority is committed to driving improvements at pace as set out within the improvement programme, but of equal importance is the organisation and partners stepping up and looking ahead to establish

	the future strategic direction and priorities of Cambridgeshire and Peterborough to inform future strategies, decision making and opportunities.
1.2	This paper provides an overview of these activities and seeks Combined Authority endorsement to proceed to the next stages of undertaking a refresh of the CPIER evidence base to inform a new State of the Region Review and the co-development of a Shared Vision. The paper also seeks agreement to the release of £320k of funding from the Programme Response Fund, to produce the State of the Region Review and the development of a long-term shared Vision. An overview is also included on the development of a Strategic Infrastructure Development Framework.

## 2. Proposal

2.1	In January 2023 the Combined Authority Board adopted the 2023-2025 Corporate Strategy and Business Plan. This signalled a transition from the original Devolution Deal and broad ambitions of the Combined Authority to a set of more focused strategic ambitions and defined priority areas of activity. This transitional strategy seeks to further enable a prosperous Cambridgeshire and Peterborough region; one that is more equitable, more environmentally sustainable, and securing good growth for its residents and businesses.
2.2	The Corporate Strategy and Business Plan also stated that during 2023-24 the Combined Authority would work with partners across the area to undertake a 'State of the Region' review to underpin future evidence-based strategies embracing innovation, seeking opportunities and informing future devolution deals.
2.3	The Corporate Strategy and Business Plan includes a vision statement "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" along with priority areas of activity for 2023-2025. The Independent Improvement Board (IIB) have highlighted that a key immediate action should be the development of a shared, long term (20+ yrs.) single vision for Cambridgeshire and Peterborough as a Place, supported with agreed priorities that enables Cambridgeshire and Peterborough as a Place to speak with, and advocate with one voice.
2.4	The purpose of the CPIER, which was published in September 2018 was to create a single strategic position to help the Cambridgeshire and Peterborough area consider the case for greater fiscal devolution and powers to unlock the delivery of major infrastructure, including showing how the area delivers benefits to the rest of UK. It sought to provide a clear understanding of the priorities which would help businesses and political leaders in the area unite behind a common strategy. The economic review considered how a coherent economic growth strategy could be developed for the whole sub-regional economy and the relationship with adjacent local authority areas. It was intended to be an authoritative source of advice and evidence for Government and a basis for future devolution to the local area. The report sought to influence the Government's November 2018 Budget Announcement was co-funded by the Combined Authority and Cambridge Ahead.
2.5	<p><b>Refresh of the CPIER evidence base to produce a State of the Region Review</b></p> <p>The original CPIER was well received nationally and locally. It is however widely recognised that the evidence base used to inform the CPIER is out of date. Since 2018 there have been several significant macro-economic factors such as the impacts of the Covid-19 Pandemic and cost-of-living crisis along with an increased focus on achieving Net Zero that need to be considered. These have had a direct impact on the way many residents live and connect and how businesses operate.</p>
2.6	<p>During May and June 2023, a series of conversations were held to gain initial views to inform the next steps and scope of work. These informed a stakeholder workshop which took place on the 21 June 2023. Representatives from constituent Councils, Greater Cambridge Partnership, Cambridge Ahead, the Office for National Statistics and the Bennett Institute for Public Policy attended.</p> <p>The workshop sought views on the strengths and weaknesses of the previous CPIER, the extent of any refresh, opportunities for co-development whilst balancing the importance of independence, timescales in the context of future devolution opportunities, and the extent of wider engagement and how to build on existing data and insight. Feedback from the workshop and subsequently Constituent Council Leaders and Chief Executives to date has included:</p> <ul style="list-style-type: none"> <li>• Welcomed early engagement of partners to scope the refresh</li> </ul>

	<ul style="list-style-type: none"> <li>• The need to crystallise the objectives of the refresh</li> <li>• Universal agreement on the need to refresh the evidence base at speed, with a strong desire to make evidence base more accessible and more frequently updated</li> <li>• Important to build on existing and more updated data insight that is available</li> <li>• Considerable benefit to assessing delivery against the original fourteen CPIER recommendations</li> <li>• Depending on the extent of the refresh, the importance of the review being independent, but also sensitive to the potentially conflicting positions of different stakeholder groups</li> <li>• The need to secure early buy-in from local political leaders</li> <li>• Desire for the Combined Authority to hold the ring, project manage the refresh and fund the review (i.e., no sponsorship)</li> <li>• Consideration to be given to newer macro-economic impacts such as exiting the EU, Covid-19 pandemic, tackling inequalities and moving towards net zero.</li> <li>• Importance of community engagement to inform future political decision making</li> <li>• Realistic timescales being dependent upon extent of refresh (especially if pursuing engagement of independent commission)</li> </ul>
2.7	<p>Ensuring the review builds on more up-to-date date evidence and insight has been clearly expressed. One such example is the State of the City Report for Cambridge that has been produced by consultants Cambridge Econometrics; work commissioned by Cambridge City Council using funding provided by the Combined Authority. The State of the City report is a data-led analysis of the state of Cambridge through economic, social and environmental lenses, using the latest and most meaningful nationally comparable data. It is intended to provide a common evidence base for discussions around priorities, policies and projects, and is available to all through publication of the report on the council's website along with the data dashboard. The model used in the report blends that approach with other socio-economic models including the Bennett Institute's "six capitals", the UN Sustainable Development Goals and the Legatum Institute's prosperity index.</p>
2.8	<p>The State of the City Report provides an excellent basis upon which to build a comprehensive evidence base covering the whole of Cambridgeshire and Peterborough to inform future strategies, policies, priorities and projects.</p>
2.9	<p>Based on the stated action within the 2023-25 Combined Authority Corporate Strategy and Business Plan and incorporating feedback received to date, further work to develop the scope of the State of the Region Review will continue with partners into August 2023, prior to the procurement of external consultancy support. Views of the Combined Authority Board are welcomed to inform this scoping. This work will be overseen by a working group ensuring all existing sources of data and intelligence are being captured, to balance progressing at pace to inform future opportunities with being robust, providing best value for public funding and full geographical coverage.</p>
2.10	<p>The intention is to not commission a full Cambridgeshire &amp; Peterborough wide Independent Economic Review at this time; however, it is recognised that this is an activity common in many other Combined Authority Areas and dependent upon future opportunities including future devolution deals, this may need to be considered over the coming months. The expectation would be any work in this area would fully utilise outputs from the State of the Region Review.</p>
2.11	<p><b>Shared Vision and Narrative of Place</b></p> <p>The development of a single view, a Shared Vision and Narrative for Cambridgeshire and Peterborough that sets out the future ambitions and aspirations for Cambridgeshire &amp; Peterborough as a Place, uniting stakeholders through a shared sense of direction, has been highlighted as a priority by the Independent Improvement Board (IIB).</p>
2.12	<p>Great communities do not happen by chance, they happen because stakeholders, residents and businesses share a clear vision of how they want them to be and have bold, well-thought-out long-term plans and priorities to achieve these. This Shared Vision and Narrative seeks to articulate Cambridgeshire and Peterborough's aspirations and ambitions for the longer term. The Vision will consider our unique features, location, planned future growth, infrastructure requirements and thinking about how communities and residents are likely to live, work, travel differently in the future, along with impacts of technological advancements to name a few. Potential outcomes and benefits of developing a Shared Vision include:</p>

	<ul style="list-style-type: none"> <li>• Creating a stronger identity and statement of shared aspirations for the future of our area, which improves the lives of all our residents, communities and businesses</li> <li>• To unite stakeholders through a shared sense of direction</li> <li>• To guide future strategy and policy developments and investment decisions by the Combined Authority and partners enabling more effective delivery of integrated interventions that better serve the current and future needs of residents, communities and businesses.</li> </ul>
2.13	<p>Initial feedback from discussions including Constituent Council Chief Executives and Leaders in June and July has highlighted that:</p> <ul style="list-style-type: none"> <li>• Strong recognition that there is a need for a visible Shared Vision</li> <li>• Opportunity for it to be something we unite behind</li> <li>• But there are a few visions or strategies that cover part of the area or vision statements covering the whole of the Place –how do we draw on these and not duplicate?</li> <li>• The need to secure buy-in from local political leaders at the outset</li> <li>• Resident voice is important –how can we utilise existing work, forums &amp; voices, but also hear from those voices less often heard?</li> <li>• Local stakeholder engagement is important but also significant need to engage national organisations</li> <li>• Recognise the need to balance strategy and policy development with delivery on the ground.</li> </ul>
2.14	<p>The proposal is for the Vision to be focused on long term (20+ years) but include short and medium- and longer-term priorities. It will be representative of the area and developed through a series of resident engagement (focus groups, pop up events, online activities), stakeholder workshops and Member engagement opportunities. Engagement will build on existing forums and harness existing plans, strategies and vision statements. This shared Vision will add value to existing views on the direction for the future that exist in some parts of Cambridgeshire and Peterborough and balance progressing at pace to inform future opportunities, with providing best value for public funding and full geographical coverage</p>
2.15	<p>It is proposed that the Combined Authority will play a convening and facilitating role, however given this is a shared Vision (not one only for the Combined Authority) there is the opportunity to explore co-investment from partners or alignment of potential activities. Work that is currently underway such as the Cambridgeshire County Council led resident survey, the result of which will be available later in 2023 and will feed into the Vision.</p>
2.16	<p>The scope of this work will be co-produced with partners across constituent Councils and other key sectors including the business, voluntary and community sectors. This is at an early stage and Board Members are also asked to provide comment and feedback on this emerging approach; including any forums, aspects they would especially like to be considered, research or best practice we should be aware of. The delivery of the overall project will be overseen by a steering group.</p>
2.17	<p><b>Strategic Infrastructure Development Framework</b></p> <p>The Strategic Infrastructure Development framework (SIDF) seeks to better understand key infrastructure barriers to sustainable growth. The Environment &amp; Sustainable Communities Committee agreed at its meeting on 12 June 2023 to the drawdown of MTFP planning budget to enable a programme of work to identify key strategic infrastructure barriers to the delivery of sustainable growth. The format of a SIDF will identify gaps in knowledge and key areas for additional work and provide a platform to consider and advocate for appropriate strategic interventions.</p>
2.18	<p>The scope of the SIDF has been developed through the Place Advisory Group and will provide an initial focus on infrastructure barriers to sustainable growth particularly Energy, Water, Green/Blue Capital and Connectivity (Digital). The 2018 CPIER identified infrastructure barriers to growth and other issues have emerged since, so this work will provide evidence that supports the proposed State of the Region Review and the Shared Vision.</p>
2.19	<p><b>Future Devolution Deal</b></p> <p>In March 2023 Government announced two trailblazer devolution deals with the Greater Manchester Combined Authority (GMCA) and West Midlands Combined Authority (WMCA). These deals deepen and reform funding of the GMCA and WMCA with them taking on expanded responsibilities in a range of policy areas including transport, skills, housing and retrofitting.</p>

2.20 The remaining Mayoral Combined Authorities, including the Cambridgeshire & Peterborough Combined Authority, have the opportunity to learn from the early trailblazer devolution deals and collectively work with the Department for Levelling Up, Housing and Communities (DLUHC) through the M10 Group to shape the approach to future devolution deals with timeframes being set by DLUHC. The outputs from the refresh of the CPIER evidence base, SIDF and Shared Vision will feed into and inform future devolution deal conversations and investment decisions.

2.21 **Single Assurance Framework**

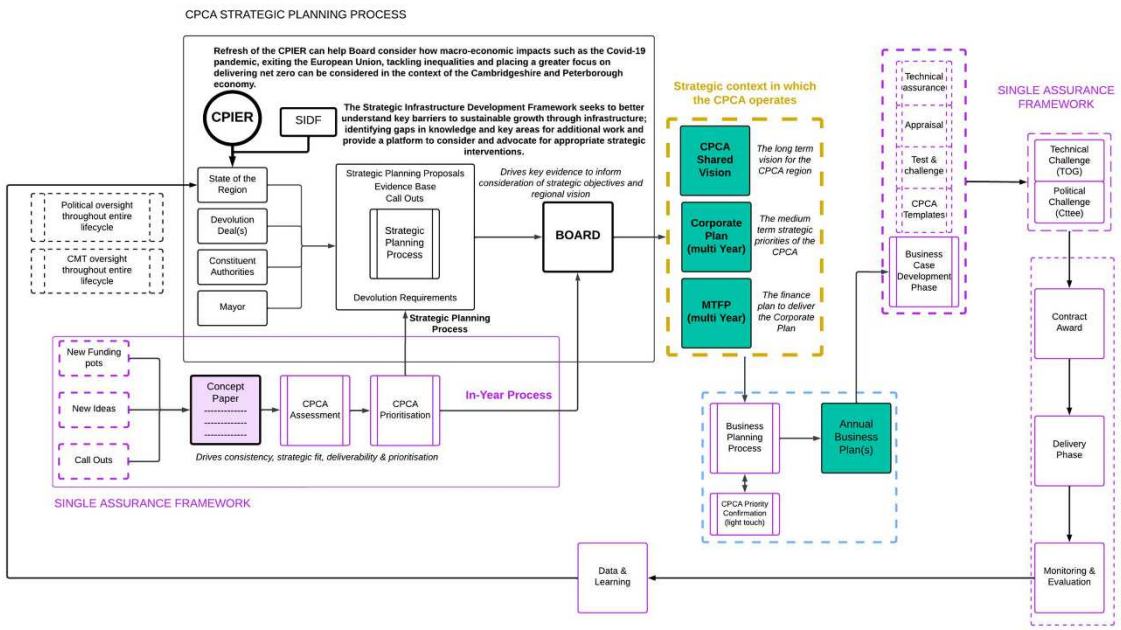
The pieces of work outlined here are key foundations for the Combined Authority and wider Cambridgeshire and Peterborough area to ensure the Place has up-to-date insight to enable evidence led decision making, the ability to speak with a unified voice to promote the priorities and vision of the area as we seek to secure future investment and funding.

The development of the Combined Authorities new Single Assurance Framework (SAF) highlights the importance of a robust evidence base and clear understanding of the state of the region to inform prioritisation of projects and programmes.

Key to the successful implementation of the SAF is the development and delivery of projects that will contribute to delivering the agreed Combined Authority strategic objectives and shared vision for Cambridgeshire and Peterborough area.

The Combined Authority Corporate Plan articulates a 'golden thread' from its overarching economic strategies and priorities through to its organisational objectives to Directorate plans and programme and project activity. This provides the strategic context for the Combined Authority as an organisation, so its plans and operational activity are aligned to the overall vision and priorities. The evidence base to underpin the strategic context in which the Combined Authority operates is a vital requirement to ensuring the strategic objectives and the shared vision of the region is evidence based and seeks to deliver the benefits for the people of Cambridgeshire and Peterborough that can deliver genuine improvements for the region.

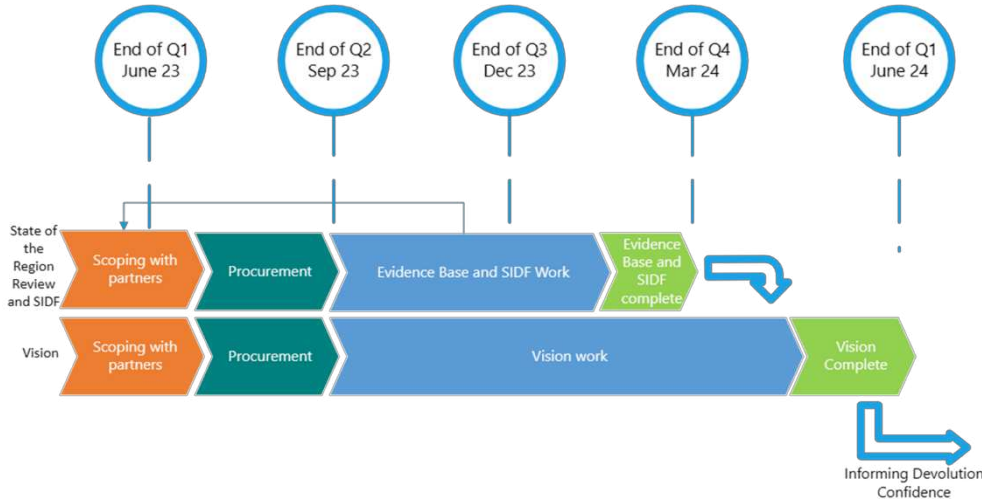
The following illustration set out how the evidence base will underpin the shared vision and development of strategic priorities in line with the draft SAF. The SAF is currently in draft form and has yet to be agreed (due to go to September Board):



2.22

**Timescales (State of the Region Review, SIDF and Vision)**

The indicative timescales for delivery are as follows:



**Expenditure Forecast (State of the Region Review and Vision)**

As the Vision work is expected to be delivered across two financial years, the forecast breakdown for expenditure on the State of the Region and Vision is as follows:

- Financial Year 23/4: £270K
- Financial Year 24/5: £50K

**3. Appendices**

4.1 None

**4. Implications**

**Financial Implications**

5.1 The 23-24 budget and MTFP includes a £1.29m Programme Response Fund, created to allow the Combined Authority to react to emerging in-year pressures and needs. £112k of this has previously been committed by the Board leaving £1.18m uncommitted. There are several further high priority calls on this fund which are being finalised and costed which should be considered when prioritising the use of this funding: devolution round 2 development, the ongoing improvement journey, and development of the SAF. While the Board should be mindful that these other calls, and whether to maintain flexibility to react to emerging pressures in the latter months of the year, the anticipated costs of the identified high priority calls are within the overall available Programme Response Fund so approval of this allocation should not impact the Authority’s ability to deliver on its other identified priorities.

**Legal Implications**

5.2 There are no direct legal implications at this stage.

**Public Health Implications**

5.3 Delivery of sustainable growth has major public health benefits (including as a result of access to housing, enhanced employment opportunities and improved environment).

**Environmental & Climate Change Implications**

5.4 The Combined Authority approved the Climate Action Plan 2022-2025 in March 2022 in direct response to the Cambridgeshire and Peterborough Independent Commission on Climate recommendations. The Action Plan is supported by the multi-sector Climate Partnership, chaired by the Mayor.

	<p>The State of the Region Review will enable evidence to be updated on the impact of climate change on the local economic future and progress towards the national statutory requirement of Net Zero emissions.</p> <p>Strategic Infrastructure solutions can have wider environmental and other benefits, including flood resilience, water management, carbon sequestration and storage. The transition to a low carbon future requires system-change in terms of major utilities, particularly the production and use of energy. The SIDF will explore these issues.</p>
<p>Equalities Implications</p>	
<p>5.5</p>	<p>The Combined Authority has a statutory duty to promote equality of opportunity, eliminate unlawful discrimination, harassment and victimisation and foster good relations in respect of nine protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.</p> <p>Good planning and effective place making can improve environments and opportunities for communities experiencing disadvantage. Planning which does not adequately engage with or consider the needs of local communities is unlikely to improve their life chances and may further entrench area-based disadvantage.</p> <p>The development of the Vision will deliberately seek to engage a broad range of groups and stakeholders as outlined in paragraphs 2.14 - 2.16.</p>
<p>Background Papers</p>	
<p>5.6</p>	<p><a href="#">Cambridgeshire and Peterborough Combined Authority Corporate Strategy and Business Plan 2023-2025</a></p> <p><a href="#">Cambridgeshire &amp; Peterborough Independent Economic Review - Final Report - September 2018</a></p> <p><a href="#">Strategic Infrastructure Delivery Framework - Environment &amp; Sustainable Communities Committee - 12 June 2023</a></p>





<b>Combined Authority Board</b>	Agenda Item
<b>26 July 2023</b>	<b>14</b>

Title:	Local Highways Maintenance Capital Grant Allocation
Report of:	Nick Bell, Executive Director Resources and Performance
Lead Member:	Mayor Nik Johnson
Public Report:	Yes
Key Decision:	Yes KD2023/31
Voting Arrangements:	No vote required, allocation of Highways Grant funding is a Mayoral decision

**Recommendations: The Combined Authority Board is consulted regarding,**

A	The Mayor's intention to allocate grants totalling £31,677,000 to Cambridgeshire County Council and Peterborough City Council in line with the Department for Transport formula for determining each council's share.																
B	The Mayor's intention to allocate the Highways capital grants at the same rates to Cambridgeshire County Council and Peterborough City Council for the two subsequent financial years.																
C	Subject to a) the Mayor is recommended to allocate the grants as set out below: <table border="1" style="width: 100%; margin-top: 5px;"> <thead> <tr> <th style="width: 35%;">Authority</th> <th style="width: 20%;">Highways Capital Grant</th> <th style="width: 20%;">Additional Pothole Grant</th> <th style="width: 25%;">Total</th> </tr> </thead> <tbody> <tr> <td>Cambridgeshire County Council</td> <td style="text-align: right;">£21,837,000</td> <td style="text-align: right;">£3,332,000</td> <td style="text-align: right;">£25,169,000</td> </tr> <tr> <td>Peterborough City Council</td> <td style="text-align: right;">£5,740,000</td> <td style="text-align: right;">£768,000</td> <td style="text-align: right;">£6,508,000</td> </tr> <tr> <td><b>Total</b></td> <td style="text-align: right;"><b>£27,577,000</b></td> <td style="text-align: right;"><b>£4,100,000</b></td> <td style="text-align: right;"><b>£31,677,000</b></td> </tr> </tbody> </table>	Authority	Highways Capital Grant	Additional Pothole Grant	Total	Cambridgeshire County Council	£21,837,000	£3,332,000	£25,169,000	Peterborough City Council	£5,740,000	£768,000	£6,508,000	<b>Total</b>	<b>£27,577,000</b>	<b>£4,100,000</b>	<b>£31,677,000</b>
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<b>Total</b>	<b>£27,577,000</b>	<b>£4,100,000</b>	<b>£31,677,000</b>														

**Strategic Objective(s):**

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

X	Increased connectivity
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Allocation of the annual highways maintenance grants allows the Local Highways Authorities to continue to deliver essential road maintenance.

**1. Purpose**

1.1	The Combined Authority has been notified by the Department of Transport of the capital funding allocations towards local transport for the 2023/24 financial year. The Mayor must consult the Combined Authority before making a Mayoral decision to allocate this funding to Cambridgeshire County Council and Peterborough City Council in line with the Department for Transport formula.
1.2	This funding includes the Integrated Transport Block, the Highways Maintenance Block Needs Element, Highway Maintenance Block Incentive Element, and both the Pothole Fund and additional Pothole Funding announced in the Spring Statement.

## 2. Proposal

2.1	The Mayor is empowered to allocate highways grants to the local Highways Authorities but must consult the Combined Authority Board on any such allocations.
2.2	The Mayor proposes to pass through the vast majority of the maintenance grants, retaining only the element which would fund the upkeep of the Real Time Passenger Information system in Cambridgeshire, ownership of which has transferred to the Combined Authority.

## 3. 2023-24 Allocations

3.1	The Department for Transport issues the Highways Maintenance grants on an annual basis to the Combined Authority. The Combined Authority consults both Cambridgeshire County Council and Peterborough City Council on the division of the funding.																																
3.2	In accordance with the Cambridgeshire and Peterborough Combined Authority Order 2017, the Mayor is responsible for the payment of grants to Cambridgeshire County Council and Peterborough City Council to meet expenditure incurred by them as highways authorities. Before making that decision, he is required to consult the Combined Authority Board.																																
3.3	The allocations of this funding, divided by grant stream, to the constituent councils, Cambridgeshire County Council (CCC) and Peterborough City Council (PCC) is set out below in line with the Department for Transport formula less funds retained by the CPCA to fund Real Time Passenger Information (RPTI). HMB stands for the Highways Maintenance Block grant, ITB for the Integrated Transport Block grant.																																
3.4	<table border="1"> <thead> <tr> <th>£'000</th> <th>Pothole funding</th> <th>HMB needs</th> <th>HMB incentive</th> <th>ITB</th> <th>Extra Pothole Funding</th> <th>RTPI Retained by CPCA</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td><b>Total allocation</b></td> <td><b>£10,250</b></td> <td><b>£10,250</b></td> <td><b>£2,562</b></td> <td><b>£4,633</b></td> <td><b>£4,100</b></td> <td><b>(£118)</b></td> <td><b>£31,677</b></td> </tr> <tr> <td>CCC</td> <td>£8,329</td> <td>£8,329</td> <td>£2,082</td> <td>£3,215</td> <td>£3,332</td> <td>(£118)</td> <td><b>£25,169</b></td> </tr> <tr> <td>PCC</td> <td>£1,921</td> <td>£1,921</td> <td>£480</td> <td>£1,418</td> <td>£768</td> <td></td> <td><b>£6,508</b></td> </tr> </tbody> </table>	£'000	Pothole funding	HMB needs	HMB incentive	ITB	Extra Pothole Funding	RTPI Retained by CPCA	Total	<b>Total allocation</b>	<b>£10,250</b>	<b>£10,250</b>	<b>£2,562</b>	<b>£4,633</b>	<b>£4,100</b>	<b>(£118)</b>	<b>£31,677</b>	CCC	£8,329	£8,329	£2,082	£3,215	£3,332	(£118)	<b>£25,169</b>	PCC	£1,921	£1,921	£480	£1,418	£768		<b>£6,508</b>
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3.5	The allocation of Highways Capital funding to the Combined Authority in 2023/24 is the same as it was in 2022/23. In addition to this funding in 2023/24 there is also extra funding for potholes totalling £4,100,000. The allocation of funding from the Combined Authority to Cambridgeshire County Council and Peterborough City Council has been calculated on the same basis as for the previous year. The Department for Transport have published allocations of these grants for the next three years, to 2025-26, and the allocations are for the same cash value for the whole period. Given the current level of inflation this will create a significant real-term cut in highways maintenance funding over the next 3 years as materials and labour costs increase while funding remains flat																																

## 4. 2024-25 and 2025-26 allocations

4.1	As referred to above, the levels of the Pothole Funding, Integrated Transport Block, and the Highways Maintenance Block grant, but not any extra pothole funding, have been fixed by DfT until 2025-26 and this is modelled within the Combined Authority's Medium-Term Financial Plan.
4.2	As such it's recommended that the Mayor allocate those grants to CCC and PCC, at the same rates as per the table following paragraph 3.1, for the next two financial years, subject to there being no change to these figures by the DfT.
4.3	Agreeing multi-year allocations will allow the local Highways Authorities to plan with more certainty and enable the transfer of funding to them in a more timely manner at the start of each financial year.

## 5. Appendices

5.1	None
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## 6. Implications

### Financial Implications

6.1	The highways maintenance capital grants are ringfenced funds from the Department for Transport and passing them through to the Local Highways Authorities was anticipated in the approved Medium-Term Financial Plan.
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### Legal Implications

6.2	The proposal is in line with appropriate Regulations including governance requirements in The Cambridgeshire and Peterborough Combined Authority Order 2017 on the basis that prior to any grant the Mayor must consult with the Combined Authority Board as set out in the Constitution.
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### Public Health Implications

6.3	There are no direct public health implications
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### Environmental & Climate Change Implications

6.4	There are no direct environmental and climate change implications
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### Other Significant Implications

6.5	There are no other significant implications
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### Background Papers

6.6	<a href="#">Department for Transport multi-year transport grant allocations</a>
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<b>Combined Authority Board</b>		Agenda Item
<b>26 July 2023</b>		<b>15</b>
Title:	Recommendations from Skills and Employment Committee	
Committee Date:	5 June 2023 and 3 July 2023	
Meeting Link:	<a href="#">Skills &amp; Employment Committee 5 June 2023</a> <a href="#">Skills &amp; Employment Committee 3 July 2023</a>	

<b>Agenda Item</b>	<b>Contract Awards to Independent Training Providers for 2023/24 KD2023/004</b>
Recommendations:	<p>The Combined Authority Board is recommended to:</p> <ul style="list-style-type: none"> <li>• approve contract awards for the Adult Education Budget, Free Courses for Jobs and Multiply to Independent Training Providers for the 2023/24 academic year.</li> <li>• delegate authority to the Assistant Director - Skills in consultation with the Chief Finance Officer and Monitoring Officer, to enter and sign contracts for services with the Independent Training Providers set out in this report and make in-year adjustments to contract values based on performance.</li> <li>• note the contract awards for Skills Bootcamps for the 2023/24 financial year.</li> <li>• allocate £1m of recycled funds from the AEB Reserve Fund to be released for the additional commissioning of Free Courses for Jobs (Level 3).</li> </ul>
Voting Arrangements:	A simple majority of voting members
Strategic Objectives:	<p>Achieving ambitious skills and employment opportunities</p> <p>Achieving good growth</p> <p>Enabling resilient communities</p>
Purpose:	<p>To seek the approval of the Combined Authority Board to:</p> <ul style="list-style-type: none"> <li>• give authority and delegation to the Assistant Director of Skills to enter and sign contracts for services with the ITPs set out in Table A for AEB, Free Courses for Jobs and Multiply and authority to make in-year adjustments to contract values based on performance.</li> <li>• allocate c£3m from the Adult Education Budget and c£0.25m Free Courses for Jobs from the 2023/24 MTFP, to ITPs for the academic year 2023-24 inclusive.</li> <li>• allocate c£480K from Multiply for the academic year 2023-24 from the Combined Authority's allocation as set out in Table A.</li> <li>• give authority and delegation to the Assistant Director of Skills to enter and sign contracts for services with the ITPs set out in Table A.</li> </ul> <p>This report also updates members on contract awards to ITPs for Wave 4 of Skills Bootcamps for the 2023-24 financial year as set out in Table B.</p> <p>Members are requested to approve the additional procurement round to be launched over the summer to commission further level 3 courses and recommend that the Board approve c£1m to be allocated from the AEB Reserve for this procurement. This will be added into the AEB Budget line once procurement has been completed.</p>

Report and Appendices:	<a href="#">Skills &amp; Employment Committee 5 June 2023 - Item 5 - Contract Awards to Independent Training Providers for 2023-24</a>
Background Papers:	<a href="#">Skills Committee Report - Contract Awards to Independent Training Providers (5 Sept 2022)</a> <a href="#">Skills Committee Report – Grant Funding Allocations (6 March 2023)</a> <a href="#">Skills Committee Report – Grant Funding Allocations Appendix A(6 March 2023)</a> <a href="#">Skills Committee Report – Skills Bootcamps Wave 4 (9 January 2023)</a>

Agenda Item	Proposals for External Funding
Recommendations:	<p>The Combined Authority is recommended to:</p> <ul style="list-style-type: none"> <li>allocate £300,000 from the Local Innovation Fund from the 2023/24 Medium Term Financial Plan to be used as potential ‘match-funding’ for proposals.</li> </ul>
Voting Arrangements:	A simple majority of voting members
Strategic Objectives:	<p>Achieving ambitious skills and employment opportunities</p> <p>Achieving good growth</p> <p>Enabling resilient communities</p>
Purpose:	<p>Members are requested to approve the allocation of £300,000 from the AEB Local Innovation Fund for 2023/24 to be used as ‘match-funding’, shared between the three proposals for:</p> <ul style="list-style-type: none"> <li>National Lottery Connecting Communities fund</li> <li>DWP Flexible Support Fund</li> <li>Youth Futures Foundation</li> </ul>
Report and Appendices:	<a href="#">Skills &amp; Employment Committee 5 June 2023 - Item 9 - Proposals for External Funding</a>
Background Papers:	None

Agenda Item	AEB Local Innovation Fund Allocations 2023/24 KD2023/028
Recommendations:	<p>The Combined Authority is recommended to:</p> <ul style="list-style-type: none"> <li>approve allocations from the Local Innovation Fund 2023-24 to the organisations listed in this report.</li> <li>delegate authority to the Assistant Director - Skills in consultation with the Chief Finance Officer and Monitoring Officer, to enter and sign grant funding agreements with the organisations set out in this report.</li> <li>delegate authority to the Assistant Director - Skills in consultation with the Chief Finance Officer and Monitoring Officer, to procure, tender and award and sign a three-year contract for services for the ESOL Single Point of Contact (SPOC) following conclusion of procurement.</li> </ul>
Voting Arrangements:	A simple majority of voting members
Strategic Objectives:	<p>Achieving ambitious skills and employment opportunities</p> <p>Achieving good growth</p> <p>Enabling resilient communities</p>
Purpose:	<p>As a key decision, this report requests approval and delegations from the Combined Authority Board:</p> <ul style="list-style-type: none"> <li>for funding allocations from the Local Innovation Fund to the organisations set out in the report</li> <li>for the Assistant Director of Skills to enter into grant funding agreements and sign contracts for services with organisations.</li> </ul>

Report and Appendices:	<a href="#"><u>Skills &amp; Employment Committee 3 July 2023 - Item 6 - AEB Local Fund Allocations 2023-24</u></a>
Background Papers:	<a href="#"><u>Employment and Skills Strategy 2022</u></a> <a href="#"><u>Skills and Employment Committee 5 June 2023 – Proposals for External Funding</u></a> <a href="#"><u>Skills Committee Report 9 January 2023 – ESOL Local Planning Annual Report</u></a> <a href="#"><u>Skills Committee Report 7 November 2022 – Review of Innovation Fund and Proposals for 2022/23</u></a> <a href="#"><u>Skills Committee Report 7 November 2022 – Working Together with the Third Sector</u></a> <a href="#"><u>Skills Committee Report 13 Sept 2021- AEB Reserve and Innovation Fund 2021/22</u></a> <a href="#"><u>Skills Committee Report 14 Sept 2020 - AEB Innovation Fund</u></a>



<b>Combined Authority Board</b>	Agenda Item
<b>26 July 2023</b>	<b>16</b>
Title:	Recommendations from Environment and Sustainable Communities Committee
Committee Date:	12 June 2023
Meeting Link:	<a href="#">Environment and Sustainable Communities Committee 12 June 2023</a>

Agenda Item	Community Homes Support
Recommendations:	The Combined Authority Board is recommended to: <ul style="list-style-type: none"><li>Discontinue providing a support service and further grant funding to community homes groups from 31 July 2023</li></ul>
Voting Arrangements:	A simple majority of voting members
Purpose:	<p>On 13th March 2023 the Housing and Communities Committee agreed to defer a decision to recommend that the Combined Authority discontinues providing a support service to community homes groups from 31 March 2023 for a three-month period to allow for engagement with local authorities, Eastern Community Homes and community homes groups. Officers were asked to report back to the relevant committee in June 2023 following the engagement process.</p> <p>On 12 June 2023 the Environment and Sustainable Communities Committee considered the proposal having taken into consideration the responses received following the consultation. Members were equally divided and the vote was tied, so the matter is referred to Board with a neutral recommendation from the Environment and Sustainable Communities Committee.</p>



<b>Combined Authority Board</b>	Agenda Item
<b>26 July 2023</b>	<b>16</b>

Title:	Community Homes Support
Report of:	Steve Cox, Interim Executive Director of Place and Connectivity
Lead Member:	Cllr Bridget Smith
Public Report:	Yes
Key Decision:	No
Voting Arrangements:	A simple majority of voting Members

**Recommendations:**

A	To discontinue providing a support service and further grant funding to community homes groups from 31 July 2023.
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**1. Purpose**

1.1	On 13 <sup>th</sup> March 2023 the Housing and Communities Committee agreed to defer a decision to recommend that the Combined Authority discontinues providing a support service to community homes groups from 31 March 2023 for a three-month period to allow for engagement with local authorities, Eastern Community Homes and community homes groups. Officers were asked to report back to the relevant committee in June 2023 following the engagement process.
1.2	On 12 <sup>th</sup> June 2023 the Environment and Sustainable Communities Committee considered the proposal having taken into consideration the responses received following the consultation. Members were equally divided and the vote was tied, so the matter is referred to Board with a neutral recommendation from the Environment and Sustainable Communities Committee.

**2. Proposal**

2.1	To discontinue providing a support service and further grant funding to community homes groups from 31 July 2023.
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**3. Background**

3.1	<p>The Combined Authority's Housing Strategy of September 2018 recognised that delivery of community housing could contribute towards meeting the combined authority's housing objectives.</p> <p>On 27 January 2021 the Combined Authority's Board approved a community homes business case that included the provision of £5,000 community homes start-up grants to support emerging community-led housing groups.</p> <p>On 10 January 2022 the Housing and Communities Committee approved the current Community Homes Strategy and Eastern Community Homes (ECH) were appointed to provide a support service to community homes groups until 31 March 2023. The arrangement excluded providing support to</p>
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community homes groups within East Cambridgeshire as these groups are supported directly by officers from East Cambridgeshire District Council.

On 7 October 2022 the Housing and Communities Committee approved a proposal that originated from East Cambridgeshire District Council and allocated funding of £100,000 to provide technical support to established community homes groups across the whole of Cambridgeshire and Peterborough.

On 13<sup>th</sup> March 2023 the Housing and Communities Committee were advised there had been no take up of the £5,000 start-up grants that were approved in 2001, and no applications had been received for technical support funding from the £100K that was made available from October 2022. The Committee was asked to consider recommending that the Combined Authority discontinues providing support to community homes groups and deferred its decision for a three-month period to allow for engagement with local authorities, Eastern Community Homes and community homes groups. Officers were asked to report back following the engagement process.

On 12<sup>th</sup> June 2023 the Environment and Sustainable Communities Committee considered the proposal having taken into consideration the consultation responses received. Members were equally divided, and the vote was tied.

The Environment and Sustainable Communities Committee then considered four grant applications for funding from the £100,000 that was made available to provide technical support to established community homes groups. All four applications had been recommended for approval by Eastern Community Homes as part of the out-sourced support arrangement. However, on checking the applications officers noted that three applications did not meet the approved grant assessment criteria and recommended that three of the applications be declined. Members decided to award one grant of £15,000 to Gt. Staughton Community Land Trust in accordance with the officer recommendation.

3.2 The full responses received following the consultation process referred to at 3.1 can be found at Appendix A and a summary of the responses is provided in the table below:

<b>Consultee</b>	<b>Summary of responses</b>
SCDC	Regretfully supports the proposal to discontinue supporting community homes groups.
HDC	Officers recognise the need to review the initiative to support community homes groups due to poor take up.
ECDC	Opposes the proposal to discontinue supporting community homes groups.
FDC	Has no issues with the proposal to discontinue supporting community homes groups.
PCC	Officers neither support nor object to the proposal.
C City C	Officers would not object if the funding was withdrawn.
Eastern Community Homes	Opposes the proposal to discontinue supporting community homes groups.
Waterbeach CLT	Commented that the availability of funding had not been well publicised and recognise that affordable development land is scarce. However, they would like to see a continuation of funding availability.
Gt. Staughton CLT	Opposes the proposal to discontinue grant funding availability.
It Takes a City CLT	Identifies that a problem is caused by a lack of supporting documentation, and a sole reliance on explanation from Eastern Community Homes.

The only constituent Local Housing Authority to oppose the proposal was East Cambridgeshire District Council (ECDC). ECDC provides a support function for community homes groups within East Cambridgeshire that is independent from the out-sourced arrangement provided by the Combined Authority to support groups across the rest of Cambridgeshire and Peterborough.

## 4. Appendices

4.1 Appendix A - Consultation responses.

5. Implications	
Financial Implications	
5.1	<p>The Medium-Term Financial Plan (MTFP) for 2023 – 2027 approved by the Combined Authority's Board in January 2023 includes budget of £70K per annum for community housing projects until 2025/26. There is a further £50K available for 2023/24 that would cover the cost of renewing the arrangement with ECH for the financial year.</p> <p>If the proposal to discontinue is approved then remaining funding can be reallocated to alternative priorities by the Combined Authority's Board.</p>
Legal Implications	
5.2	The recommendations accord with CPCA's powers under Part 4 of the Cambridgeshire and Peterborough Combined Authority Order 2017 (SI 2017/251).
5.3	Under Section 3 of the Local Government Act 1999 (as amended by s137 of the Local Government & Public Involvement in Health Act 2007), the CPCA is under a general duty to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness
Public Health Implications	
5.4	N/A
Environmental & Climate Change Implications	
5.5	N/A
Other Significant Implications	
5.6	<p>As mentioned at 3.1 the Combined Authority has approved a technical support grant of £15,000 to Gt. Staughton Community Land Trust (GSCLT). This is the only community homes scheme to benefit from Combined Authority community homes grant funding and it was noted that GSCLT may have a requirement for further support as proposals develop.</p> <p>GSCLT has experience of delivering a scheme of 12 homes in partnership with a housing association and does not require the same level of support as a start-up community homes group. GSCLT could also seek support from the Community Land Trust Network, and Officers from Huntingdonshire District Council have confirmed that general guidance may be available from its Housing or Planning Officers.</p>
5.7	<p><a href="#"><u>Combined Authority Board Meeting - 27 Jan 2021</u></a></p> <p><a href="#"><u>Housing and Communities Committee - 10 Jan 2022</u></a></p> <p><a href="#"><u>Housing and Communities Committee - 7 Oct 2022 - REPORT Community Led Housing Support Funding</u></a></p> <p><a href="#"><u>Housing and Communities Committee - 13 March 2023 - REPORT Community Housing Support</u></a></p>

<b>Agenda Item 16</b>	<b>Appendix</b>
<b>Community Homes Support</b>	<b>A</b>

## **Consultation Responses - Community Homes Support**

Consultation text sent to community homes groups / constituent local housing authorities / Eastern Community Homes:

Dear Sir or Madam,

The purpose of this communication is to consult you about a proposal to discontinue providing a support service to community homes groups within Cambridgeshire and Peterborough.

### Background

The Combined Authority's Housing Strategy of September 2018 recognised that delivery of community housing could contribute towards meeting the Combined Authority's housing objectives.

On 27 January 2021 the Combined Authority Board approved a community homes business case that included the provision of £5,000 community homes start-up grants to support emerging community-led housing groups.

On 10 January 2022 the Housing Committee approved the current Community Homes Strategy and Eastern Community Homes were appointed to provide a support service to community homes groups until 31 March 2023. The arrangement excluded providing support to community homes groups within East Cambridgeshire as these groups are supported directly by officers from East Cambridgeshire District Council.

On 7 October 2022 the Housing Committee approved a proposal that originated from East Cambridgeshire District Council and allocated funding of £100,000 to provide further technical support to community led housing initiatives across the whole of Cambridgeshire and Peterborough.

### Current position

Despite the funding being made available no funding has been drawn to date and on 13 March 2023 the Combined Authority Housing Committee considered a recommendation to discontinue providing support to community housing groups.

The recommendation received mixed reactions from committee members and it was resolved to defer the decision until June to provide an opportunity to seek views from community housing groups, constituent local housing authorities and Eastern Community Homes.

If you would like to express a view on the proposal then please send your comments by email to Nick Sweeney, Residential Development Manager at the Combined Authority before 12 May 2023.

### **Response received from Cambridge City Council**

Cambridge City Council was actually awarded government grant a few years ago for community-led housing, and we have spent some of that on identifying potential groups and on start-up grant for one organisation interested in building in Cambridge.

Interest has been limited, with the main sticking point appearing to be access to free or very cheap land.

We still have some government grant remaining so would not need to draw on the CPCA's fund for these purposes, and would not object if the funding was withdrawn. (Although if sufficient funding was available for groups for land purchase then that might be a different matter)!

### **Response received from East Cambridgeshire District Council**

East Cambridgeshire District Council strongly urges the Cambridgeshire and Peterborough Combined Authority (CPCA) to continue to provide a support service to community homes groups via Eastern Community Homes (ECH). In the Devolution Deal the CPCA committed to work with Community Land Trusts (CLTs) to deliver new schemes recognising the benefits these schemes bring to the community. This commitment was recently reaffirmed in the CPCA budget and business plan for 2023-2024.

Supporting communities to deliver community-led housing by offering long term qualified technical support is key. CLT Trustees are often volunteers and rely on support in what is often a complex and slow process.

Information from the Chairman of ECH provided to the Housing and Communities Committee states that there is a healthy interest from communities in pursuing community-led housing in Cambridgeshire and Peterborough. The CPCA should support these communities and communities who are considering community-led housing and continue to fund the Community-Led Housing Support Service.

Growing Government interest and support for community-led development is evident in Government's recent NPPF consultation on changes to the English planning system, which included questions on community-led development, along with a draft definition of community-led development. It would be regrettable if the CPCA to withdraw its support for community-led development just as Government support for it is increasing.

### **Response received from Fenland District Council**

Following discussion with the Portfolio Holder , we have no issues with the proposal.

### **Response received from Huntingdonshire District Council**

I think perhaps the chicken and egg matter may be an issue. Whilst the reasons are understood, funds are not available until after groups have incurred expenditure.

However I can see that with such poor take-up CPCA may wish to review.

Is it possible to reserve a much smaller budget which can roll over/be renewed each year (perhaps £20,000)?

My instinct is that you may still get very few but it would allow up to 4. If you then get just one or two at least you would still have a budget.

Also, I would be interested to see ACRE/Eastern Community Homes comments since they may have some insight or relevant suggestions.

### **Response received from Peterborough City Council**

It is a difficult one because housing delivery through community homes groups is a slow process so there is an argument to be made to say that access to funding to support them needs to be available for a sustained period to reflect that and enable results. You have indicated that there has been no take-up of the start-up grant since it was introduced in 2021 and likewise of the technical support grant funding since its introduction in October 2022 which bearing in mind the involvement of Eastern Community Homes, is disappointing. In light of the limited activity of community housing groups in Peterborough, my response is that I neither support nor object to the proposal.

### **Response received from South Cambridgeshire District Council**

A key priority for South Cambridgeshire District Council is to provide housing that is affordable to all. We are very much a supporter of community-led development as part of a suite of options to bring forward affordable homes for local people. South Cambs DC had previously supported the initial set up of Eastern Community Homes by way of a one off grant,. Our understanding was that after the initial set up costs, Eastern Community Homes was to be self-financing as the pipeline of new schemes buy

services from and through the Community Hub. We also continue to support the work of Cambridgeshire Acre through its housing enabling role by way of an annual grant and regular update meetings to help bring forward affordable housing schemes.

Whilst it is disappointing that the Combined Authority are seeking to withdraw funding for the services of Eastern Community Homes, we understand the competing financial priorities that the Combined Authority face and that any funding provided has to be assessed on outcomes and value for money. From the CPCA report and from our own experience, it would appear that groups are not coming forward to the extent that there are any tangible projects underway within our District. Therefore, whilst we as a District Council will continue to support community-led development through our work with Cambridgeshire Acre and supporting Eastern Community Homes where possible, I can also sympathise with the difficult funding decisions that the Combined Authority have to make and with regret support the CPCA's recommendation.

### **Response received from Eastern Community Homes**

#### **Response to consultation on proposal to discontinue providing a support service to community homes groups in Cambridgeshire and Peterborough**

Eastern Community Homes, the community-led housing hub for the eastern region, entered a Memorandum of Understanding (MOU) with the Combined Authority in January 2021 to support a partnership approach to the delivery of community-led housing support in Cambridgeshire and Peterborough. Community-led housing delivery includes Cohousing, Community Land Trusts (CLTs), Housing Co-operatives, Self-Build and Self-Help.

This agreement was extended until 30 June 2023 to allow for a consultation to take place with community-led housing groups and local authorities on a proposal to discontinue providing support and community-led housing grants funded directly by the Combined Authority.

Eastern Community Homes welcomes this consultation and makes the following points based on our experience as the organisation delivering the Combined Authority's community-led housing support:

1. The proposal for discontinuation of support comes at a time when there is a crisis in the provision of affordable housing across the county and nationally. The recent report Homelessness in the Countryside: A Hidden Crisis (Mar-2023) details the shocking increase in homelessness in rural areas and considers market failure in provision of affordable housing, recognising there needs to be more provision of truly accessible and affordable housing. House prices in the County have seen huge increases, The lower quartile property price in Cambridgeshire in February 2023 was £263,593; this compares with £173,167 in August 2014 – a 52% increase in nine years. Rental prices are similarly high, for example the median cost of a three-bedroom private rental property in Cambridgeshire is now over £1,100 per month, with rents rising by 11% in the last year. Rents are typically higher in rural and market towns due to a shortage of suitable rental properties and lack of social housing stock availability. Compounding the problem of affordability, salaries have only seen average annual growth rates of 1.9%.
2. A growing number of people living in both urban and rural areas of Cambridgeshire and Peterborough have been shown to have little access to housing through the traditional housing market due to these high house prices and rising rents. Community-led housing offers an alternative approach that enables people to take charge of their own housing and gives them more of a say in the place they live. This is supported by the Combined Authority's own Housing Strategy (Sep-2018) which recognised that delivery of community housing could contribute towards meeting the Combined Authority's housing objectives.
3. The Cambridgeshire and Peterborough area is viewed nationally as being progressive in its support for community-led housing policies and through the overall good progress made by the provision of dedicated Combined Authority support. Withdrawal of grant and enabler support will inevitably mean community-led housing delivery will slow with the impact being that housing development could take even longer to achieve.
4. Lack of strategic support for community-led housing will mean opportunities will be missed, particularly for the development of community-led housing at scale in our new communities and through other opportunities to deliver housing differently. The Community Land Trust Network

recently published its State of the Community Land Trust Sector report (Apr-2023) and its research showed the potential for 278,000 extra homes across the UK to be delivered through scaled proven models of CLT delivery. These models create new opportunities with housing associations, local authorities, developers, groups and partners collaborating with Eastern Community Homes to progress CLTs.

5. The support of a qualified community-led housing enabler focused on early intervention and enabling of volunteers to achieve an effective set-up of their group is fundamental. The enabler can then guide an independent group through all the stages of housing delivery and bring in other housing specialists to achieve a scheme. Support is extended to defined communities looking to build housing, including people who are younger, older, homeless, students, LGBTQ+, key workers and veterans. They may struggle to find suitable housing themselves and need enabler support to achieve their aspirations of living in a community-led housing scheme.
6. Anyone can start, volunteer and deliver a community led housing project. The people that step forward are usually community leaders who think change is needed and are supported to start to lead that change. It takes time as the enabler is working with a group learning the principles of community-led development; as well as finding suitable land and financing for a project.
7. A growing number of successful schemes across Cambridgeshire demonstrate that community-led development is achievable and, where it has been successful, communities are strengthened by their home ownership, local investment and community engagement aspects of the process itself. Often, groups go forward building upon their own successes with further developments of homes and community-owned assets. The homes are owned by the community, they are legally protected in perpetuity, and any future surpluses are reinvested back into the local area.
8. Due to timescales, the last housing committee meeting saw no grant applications presented and this was interpreted as lack of progress. Since the announcement of new £100k grant (Oct-2022) the Eastern Community Home's advisor for Cambridgeshire & Peterborough has been working with groups to allow for applications to be presented of a sufficient standard. The total funding request from groups who recently submitted applications is £97,323, making a good case that funding and support is needed to take these projects forward.

It is a critical time for the direction and delivery of housing in Cambridgeshire and Peterborough with the impact the lack of affordable housing availability is having on our communities clear. Discontinuing funding will be seen by groups as a lack of support where community-led housing is seen as having a hugely positive impact on communities and people's lives. We urge the Combined Authority to keep providing funding and to work with all its partners to strength its policy to support for the development of community-led housing.

Eastern Community Homes, as the regional community-led housing hub, wishes to support all its partners to progress and strengthen new or existing delivery of community-led housing across the County and to continue working with the Combined Authority in the future.

9-May-2023

### **Response received from Gt. Staughton Community Land Trust (GSCLT)**

GSCLT has been working with the Parish Council and the community to develop and ensure the village community of Great Staughton is preserved, enhanced, and is sustainable.

Some years ago it was identified that the community was losing many young people who could not afford the commercial rents or property prices in the village. The sale of nearly all social housing had meant that there was virtually no low cost housing in the village.

As a consequence the GSCLT together with the local Parish Charities and subsequently Places for People the local Housing Association developed a scheme to provide 12 properties, 3 shared ownership and 9 at social rents to be kept in perpetuity for the village. These have now been completed and tenants are now occupying the properties.

Whilst this is a major achievement for the village and will certainly help in sustaining the school, doctor's surgery and local businesses it is not sufficient. These properties were oversubscribed. The recent

census shows that the Parish population has reduced by 5% and that 48% of the population are over 50 (census 2021). These figures are considerably adrift to those for Huntingdonshire as a whole where the population has increased by 6.5 % and the age profile is 41% over 50.

This shows the need to develop more schemes to ensure the sustainability and well being of the village community.

As a consequence through the developing Neighbourhood plan a call for sites was sent out to establish suitable areas for more affordable housing and to address a particular community issue – the retention of the local Doctor's surgery.

This has now happened and the community is now considering the report from the consultants in response to the sites suggested. The intention of the GSCLT is to work with a local landowner to develop a site for housing, a community building to include a surgery. This process is about to begin and the grant process was vital for the landowner to consider the possible options and to achieve the best result for the community.

By its very nature the process takes time to develop and reach a point at which it is possible to submit a grant application. Even though we identified the need over a year ago and have been progressing it, by the time a call for sites is formulated, posted, and evaluated a considerable amount of time has elapsed. We are expecting to include in the Neighbourhood plan a recommendation for a suitable site but unable to complete this prior to end of May 2023 in order to satisfy the need to consult all parties and give proper consideration to all proposals.

This demonstrates the problem with the grant. It takes time to get to the requisite point to make an application. That is why it would be so unfortunate if the funding is to be withdrawn when we and possibly other groups may be nearly ready to make an application. I wonder whether the process could be more publicised, and an expression of interest be lodged which can count in the process.

The GSCLT and the Parish Council would very much like to have access to grant funding to further the process.

Bob Jewell  
Chair GSCLT and GS Parish Council.  
6<sup>th</sup> April 2023

### **Response received from It Takes A City CLT**

Dear Nick,

Thank you for the email regarding the proposal to discontinue the support to CLH groups in the CPCA region.

I am founder and chair of It Takes a City Community Land Trust, incorporated in July 2020 with the able assistance of the then CPCA's CLH support activity. Your then colleague Emily Mulvaney, who had transferred to you from ECH (I think), ably helped us determine the legal basis of our new CLT and apply for start-up funding. Happily, Emily, having left CPCA some while ago to work for Laragh Homes, is now one of our Trustees.

I am intrigued to hear there has been no draw down of the newly available funds. We had the first message about the new funding from Jenna in November. Unfortunately, I was away at the time although there should have been an out of office. I saw Jenna's email when I returned in January, and we've tried to progress it since. We submitted a rough draft of a funding application on 7<sup>th</sup> March, but setting up a meeting with Jenna to discuss this further seems to have been difficult, now hopefully arranged for tomorrow.

I'd suggest the problem is that the process relies solely on Jenna's email explanations and her availability to meet. There is no documentation to work on.

This bears some similarity with the process for working with CPCA in 2020 – there was little documentation to go on, and it all depended on Emily. I think there was also then confusion over the relationship between ECH and ECDC, and the CPCA, the transfer of staff to and fro, albeit the then Mayor was very much in favour of CLH initiatives, having promoted them in ECDC before taking up the role of Mayor. And now the involvement of CambsAcre.

It would certainly help to have some clear documentation available on-line and perhaps more resource to engage with the potential applicants.

I very much hope we can prove that it can work however!

With all good wishes

Chris

Chris Jenkin BEM MA CEng FIET

### **Response received from Waterbeach CLT**

Dear Nick,

As a Community Land Trust in Waterbeach we would like to respond to the below regarding the discontinuation of the supporting funding.

The funding has not been well publicised as we were not aware of its availability.

However, the larger issues related to CLTs drawing on the funding is the availability of land within South Cambs and lack of support from the Council for making it available to CLTs at a cost that makes it possible to develop homes that are affordable to local people. In order to be able to bring projects forward we would need the support and pressure of the Council, without the focus on "viability" which is the usual get out from developers. We have tried to engage with U&C for the Waterbeach development, to bring forward a CLT parcel there, but they don't want to discuss on anything other than commercial terms.

Having said the above, we would be keen to see the continuation of the funding, particularly as we are looking to discuss another site local to the village of Waterbeach, and would be hopeful to be able to draw on the fund in the near future for things like community engagement, public exhibition, and putting in a planning application. Having funding available to do this would also help us to look committed to our possible development partner and make it a more attractive venture.

We hope that the above assists, and demonstrates that groups do want to develop community homes and would use the funding, if they were able to find land to be able to bring projects forward.

Thanks,

Ian Bracey

for Waterbeach CLT





<b>Combined Authority Board</b>		Agenda Item
<b>26 July 2023</b>		<b>17</b>
Title:	Recommendations from Transport and Infrastructure Committee	
Committee Date:	14 June 2023	
Meeting Link:	<a href="#">Transport and Infrastructure Committee 14 June 2023</a>	

Agenda Item	Active Travel Update
Recommendations:	<p>The Combined Authority Board is recommended to:</p> <ul style="list-style-type: none"> <li>• approve the drawdown of £55,485 subject to approval funding in the Medium-Term Financial Plan to approved budget, to enable the continuation of the Love to Ride behavioural change programme for a further year across the Combined Authority area and to drawdown £12,000 for Living Streets Walk to School Wow programme in Peterborough.</li> <li>• delegate authority to the Interim Head of Transport in consultation with the Chief Finance Officer and Monitoring Officer to enter into Grant Funding Agreements with Cambridgeshire County Council and Peterborough City Council.</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 or Peterborough City Council, or their Substitute Members
Strategic Objectives:	Increased connectivity
Purpose:	To seek approval to drawdown subject to approval funding from the Medium-Term Financial Plan (MTFP) to continue the 'Love to Ride' behaviour change programme across the Combined Authority area and initiate Living Streets Walk to School Wow programme in Peterborough.
Report and Appendices:	<p><a href="#">Transport and Infrastructure Committee 14 June 2023 – Item 7 – Active Travel Update</a></p> <p><a href="#">Appendix A – List of funded Active Travel Fund 4 schemes</a></p> <p><a href="#">Appendix B – Love to Ride Cambridgeshire and Peterborough</a></p>
Background Papers:	None

Agenda Item	Regional Transport Model
Recommendations:	<p>The Combined Authority Board is recommended to:</p> <ul style="list-style-type: none"> <li>• delegate authority to the Interim Head of Transport in consultation with the Chief Finance Officer and Monitoring Officer to enter into a Grant Funding Agreement for the Transport Model Project with Peterborough City Council.</li> </ul>
Voting Arrangements:	A simple majority of voting members.
Strategic Objectives:	Achieving good growth

	Increased connectivity Enabling resilient communities
Purpose:	To seek approval of the drawdown of £421,280 funds from 'subject to approval' to 'approved' for the Peterborough Transport Model (PTM4) as part of works for the Regional Transport Model project.
Report and Appendices:	<a href="#">Transport and Infrastructure Committee 14 June 2023 – Item 8 – Regional Transport Model</a>
Background Papers:	<a href="#">Transport and Infrastructure Committee 18 January 2023</a>



<b>Combined Authority Board</b>	Agenda Item
<b>26 July 2023</b>	<b>18</b>
Title:	Recommendations from Business Board
Committee Date:	10 July 2023
Meeting Link:	<a href="#">Business Board 10 July 2023</a>

Agenda Item	<b>Business Board Plan for Remaining Strategic Funds KD2023/029</b>
Recommendations:	The Combined Authority Board is recommended to: <ul style="list-style-type: none"><li>• Approve the proposed plan for allocating the Recycled Growth Funds and Enterprise Zone Income for 2023-24 and the following 3 financial years, subject to more detailed and costed business model being brought back to the Business Board.</li></ul>
Voting Arrangements:	A simple majority of voting Members
Strategic Objectives:	Achieving ambitious skills and employment opportunities Achieving good growth Enabling resilient communities
Purpose:	Business Board considered the proposed spend plan on the remaining Recycled Growth Funds and Enterprise Zone (EZ) income budgets and seeks agreement for from the CA Board for the proposed plan.
Report and Appendices:	<a href="#">Business Board – 10 July 2023 – Item 3.2 – Business Board Plan for Remaining Strategic Funds</a>
Background Papers:	Business Board 13 March 2023 - <a href="#">Business Board agenda item 2.2 - part 5</a> Business Board 15 May 2023 - <a href="#">Business Board item 3.1 - part 5</a>

Agenda Item	<b>Business Board Priority Sector Strategies KD2023/032</b>
Recommendations:	The Combined Authority Board is recommended to: <ul style="list-style-type: none"><li>• Approve the plan to create a 'New Economy' team using £1.15m revenue of recycled Growth Funds and Enterprise Zone income</li><li>• Approve the release of the £1.15m subject to completion of the workplan for the new team resources</li><li>• Delegate authority to the Executive Director for Economy and Growth in consultation with the Chief Finance Officer and Monitoring Officer to utilise this financial year's funds to draw up a workplan, job descriptions and begin recruitment and make appointments of required resources.</li></ul>
Voting Arrangements:	A simple majority of voting Members
Strategic Objectives:	Achieving ambitious skills and employment opportunities

	Achieving good growth Enabling resilient communities
Purpose:	Business Board considered the proposed spend plan on the remaining Recycled Growth Funds and Enterprise Zone (EZ) income budgets and seeks agreement for from the CA Board for the proposed plan.
Report and Appendices:	<a href="#">Business Board 10 July 2023 – Item 3.3 – Business Board Priority Sector Strategies</a>
Background Papers:	<a href="#">Business Board September 2022 – Item 3.1 Sector Strategies Review</a> <a href="#">Business Board September 2022 – Item 3.1 Sector Strategies Review Appendix 1</a> <a href="#">Business Board September 2022 – Item 3.1 Sector Strategies Review Appendix 2</a>

Agenda Item	Rural England Prosperity Fund Implementation
Recommendations:	<p>The Combined Authority Board is recommended to:</p> <ul style="list-style-type: none"> <li>• Approve the Rural England Prosperity Fund (REPF) Addendum (Appendix 2)</li> <li>• Delegate authority to the Executive Director for Economy and Growth to approve in consultation with Local Authority partners, the Chief Finance Officer and Monitoring Officer, minor changes as set out in Appendix 1a and 1b.</li> <li>• Delegate authority to the Executive Director for Economy and Growth to approve the terms of Grant Funding Agreements associated with the delivery proposal (as set out in the REPF Addendum, Appendix 2) in consultation with the Chief Finance Officer and Monitoring Officer.</li> <li>• As the Accountable Body, the Combined Authority shall ratify all grant funding decisions made by the four District Authority panels, which shall include a Combined Authority Officer, with regards to Rural England Prosperity Funds &amp; that all payments will be retrospectively paid by the Combined Authority to successful grant applicants on receipt of valid evidence of payments being made and checks being completed by the District Authorities.</li> </ul>
Voting Arrangements:	A simple majority of voting members.
Strategic Objectives:	Achieving ambitious skills and employment opportunities Achieving good growth Enabling resilient communities.
Purpose:	<p>The paper is an update on the UK-Shared Prosperity Fund (SPF), specifically the addition of the Rural England Prosperity Fund Addendum to the UK-SPF agreed formally by DLUHC on the 30th May 2023 with the issuing of the Memorandum of Understanding from DLUHC to the Combined Authority.</p> <p>Business Board are asked to consider the contents of the paper, endorse the REPF Addendum and recommend to the Combined Authority for delegated authority to approve and implement delivery of the REPF.</p>
Report and Appendices:	<a href="#">Business Board 10 July 2023 – Item 3.4 – UK Shared Prosperity Fund – Rural England Prosperity Fund</a>
Background Papers:	<a href="#">UKSPF Investment Plan - CA Board 27 July 2022</a> <a href="#">UKSPF Implementation Plan - CA Board 22 March 2023</a>